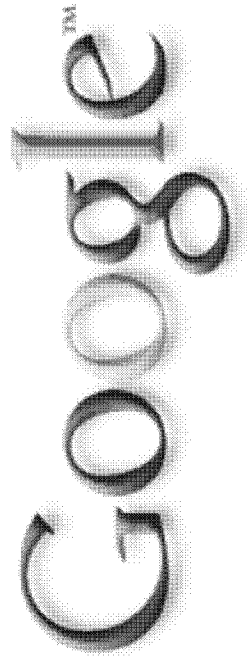


**EXHIBIT 98 TO
HARVEY DECLARATION
REDACTED VERSION**



Life of an Offer Workshop

Today's Agenda

Offer Process Overview

The Offer Workflow System

Preparing Offer Packets

Internal Transfers & Conversions

Comping an Offer

Extending an Offer

The Noogler Admin System

Google Confidential

2

Google™

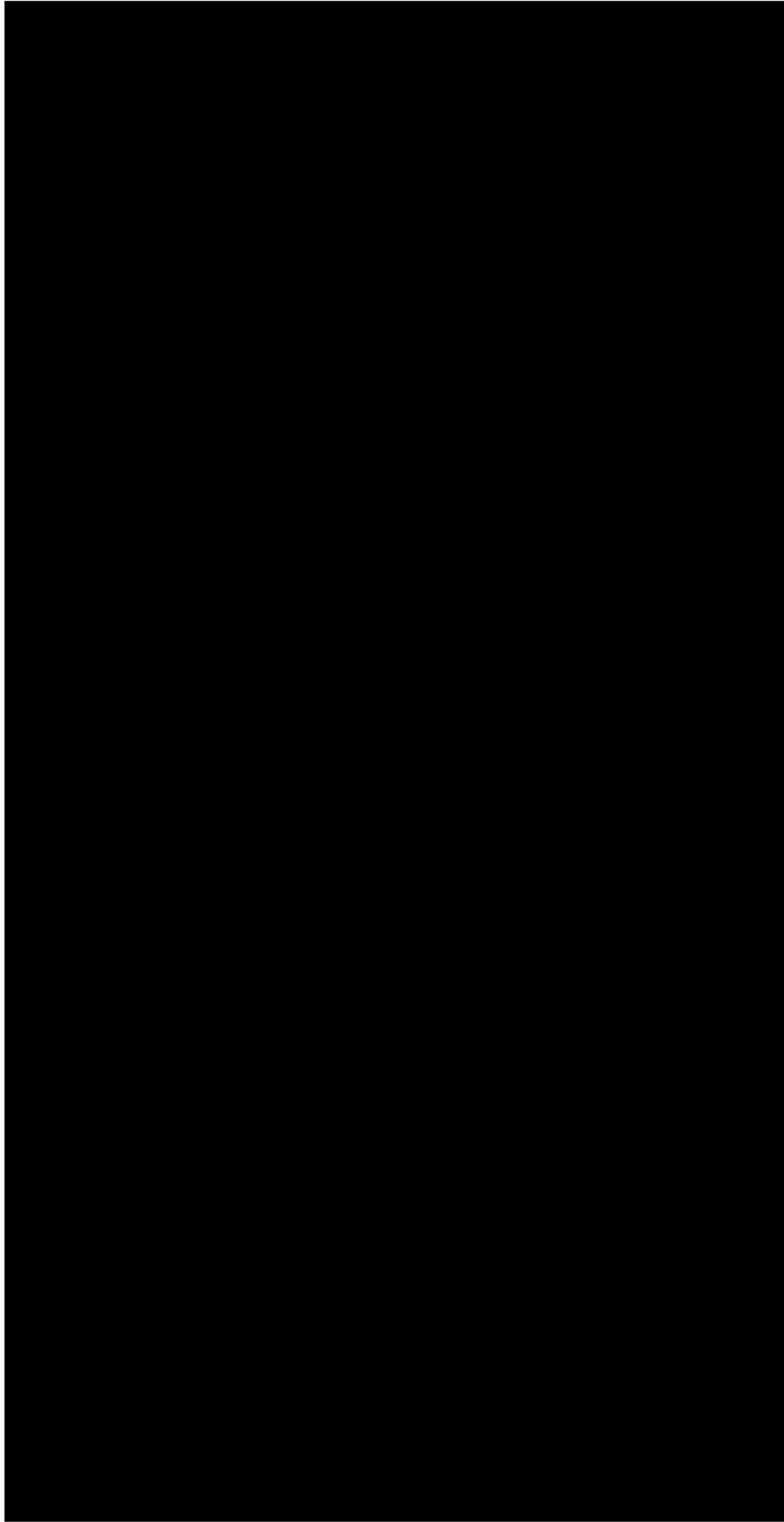
Part 1: Offer Process Overview

Google Confidential

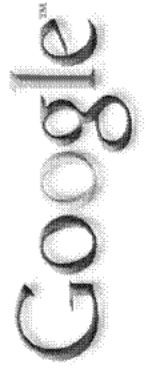
3

Google™

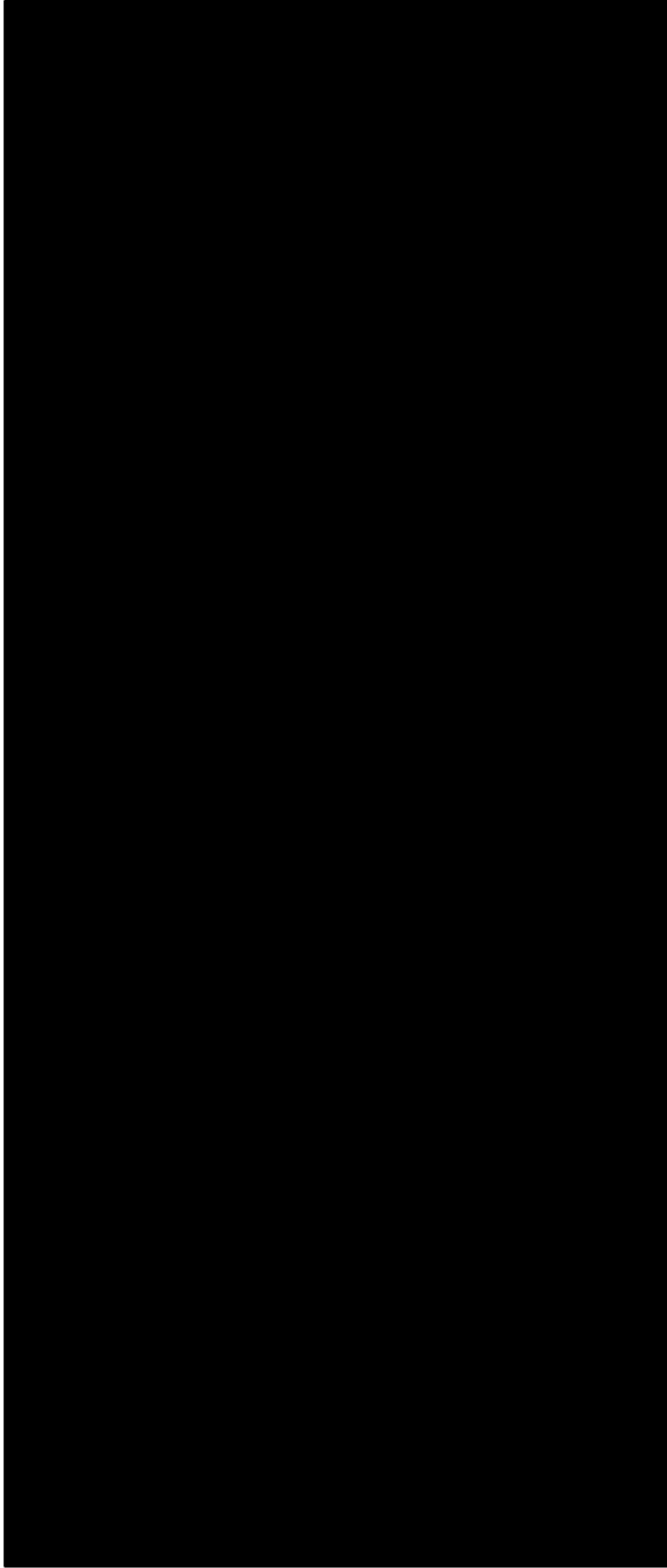
Offer Process



Google Confidential



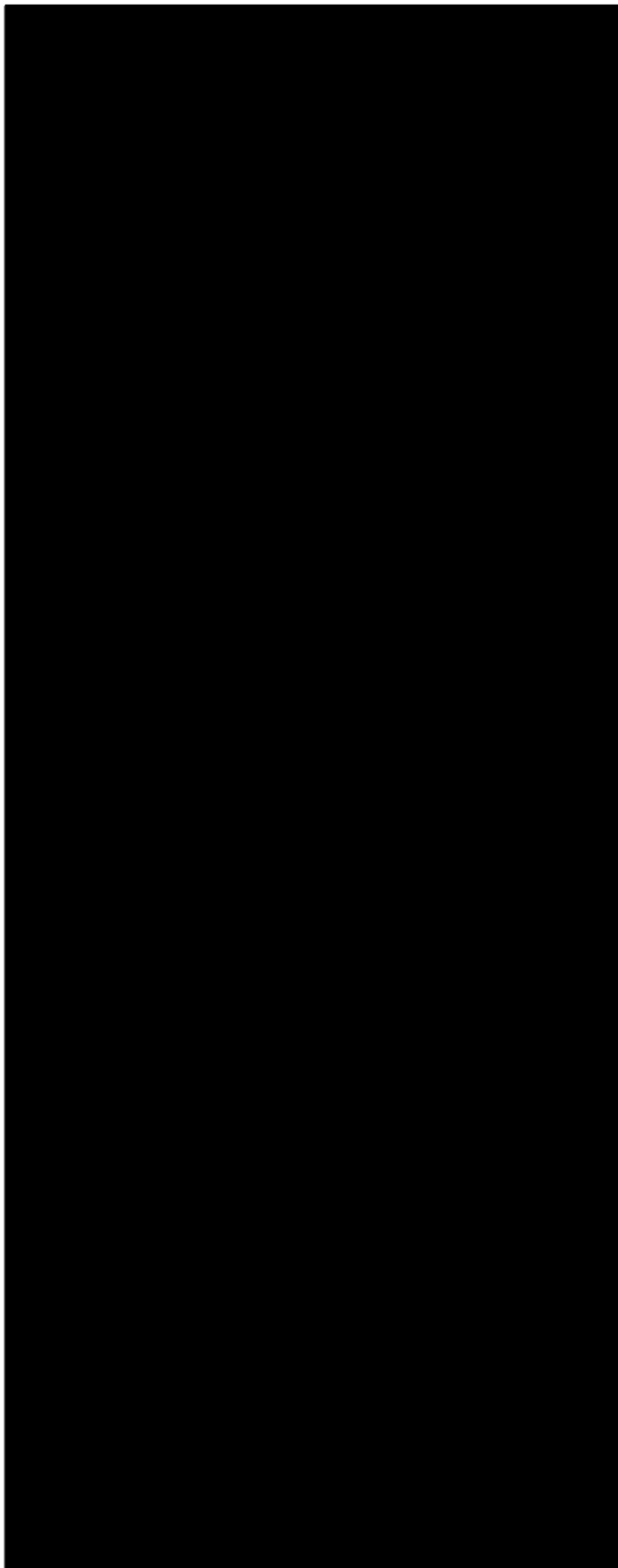
Critical Dates: Overview



Google Confidential

Google™

Critical Dates: Hiring Committee Decision



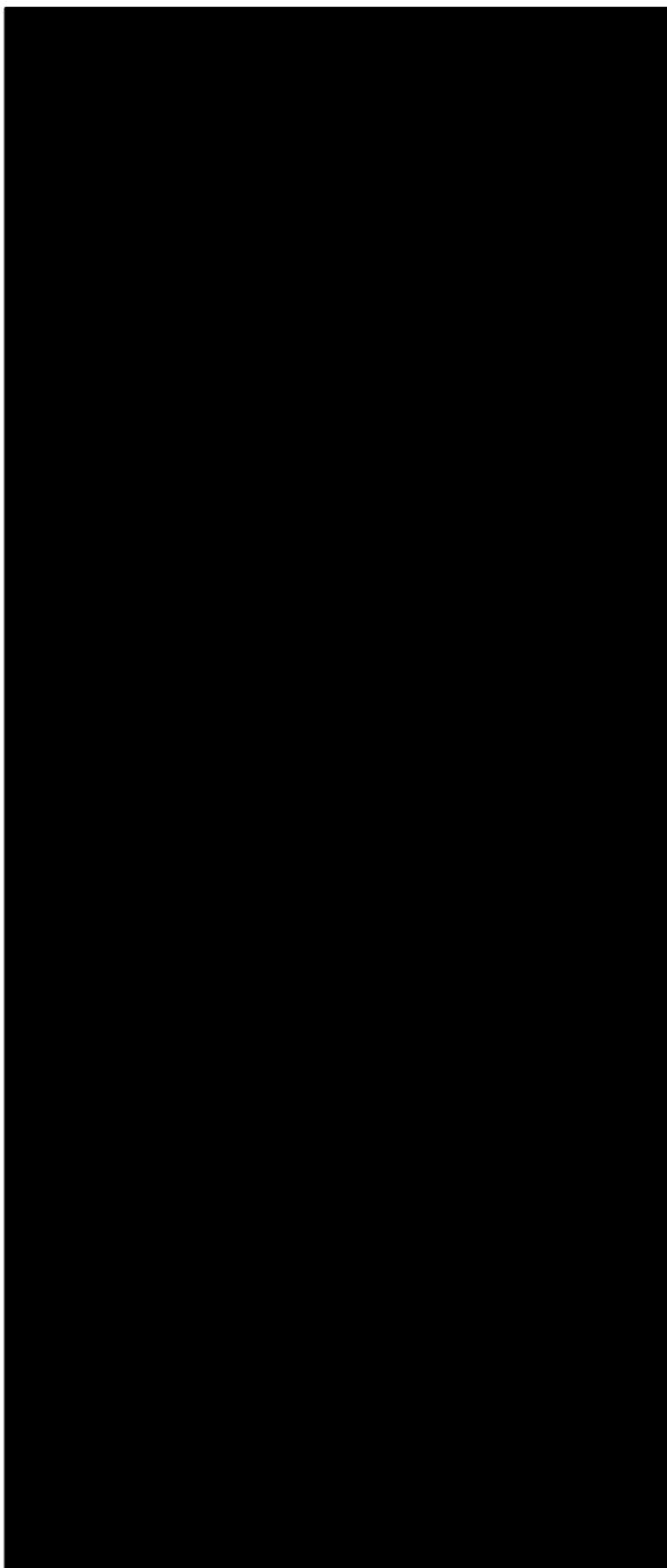
Objective



Google Confidential

Critical Dates: Preparing the Offer

Things to Remember.....



Google Confidential

Google™

Critical Dates: Sparrow Page & Packet Audit

[REDACTED]

Engineering & Operations Offers

[REDACTED]

PSG&A Offers

[REDACTED]

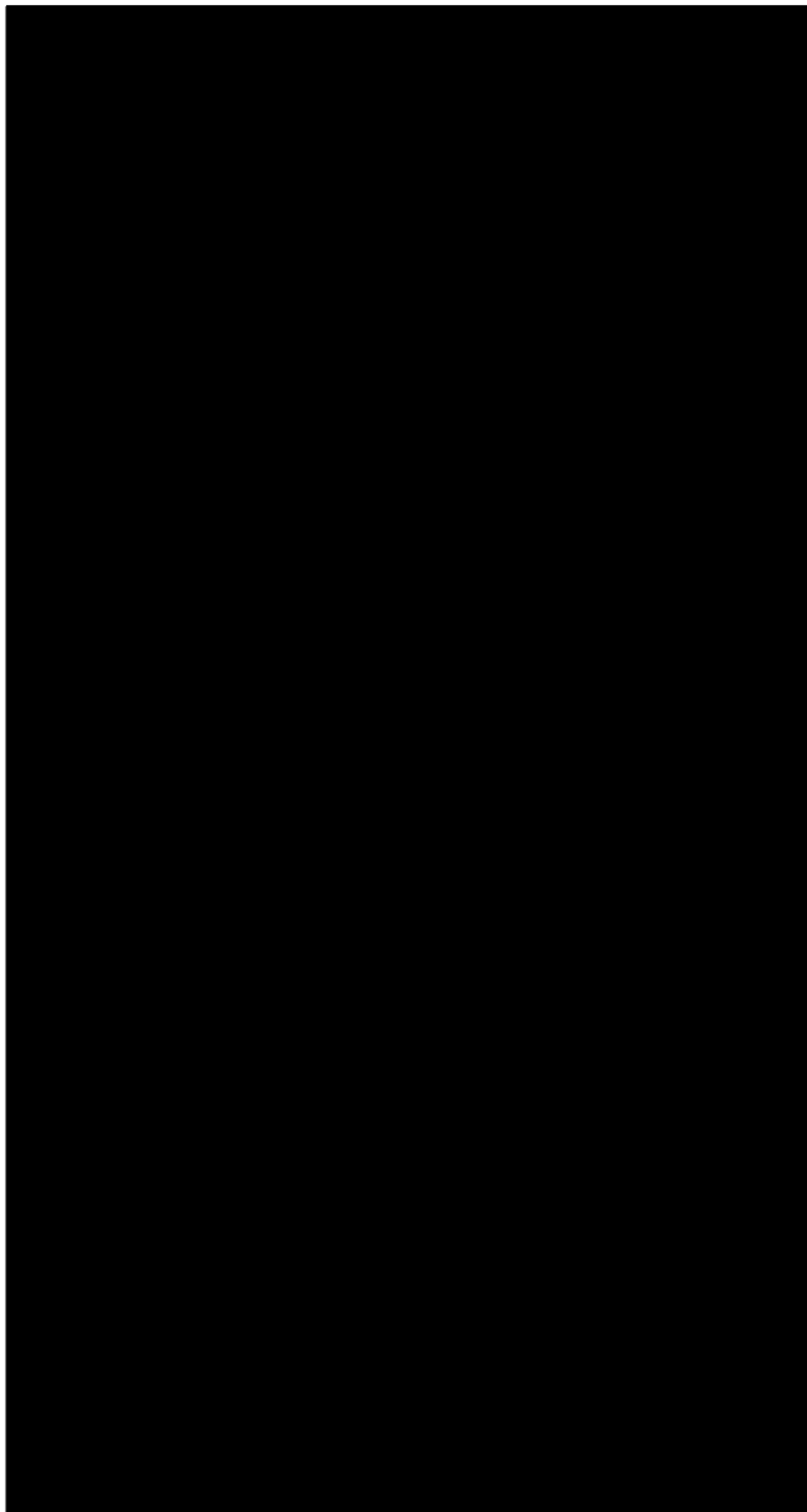
Google Confidential

8

Google™

Critical Dates: Pre-EMG Offer Review

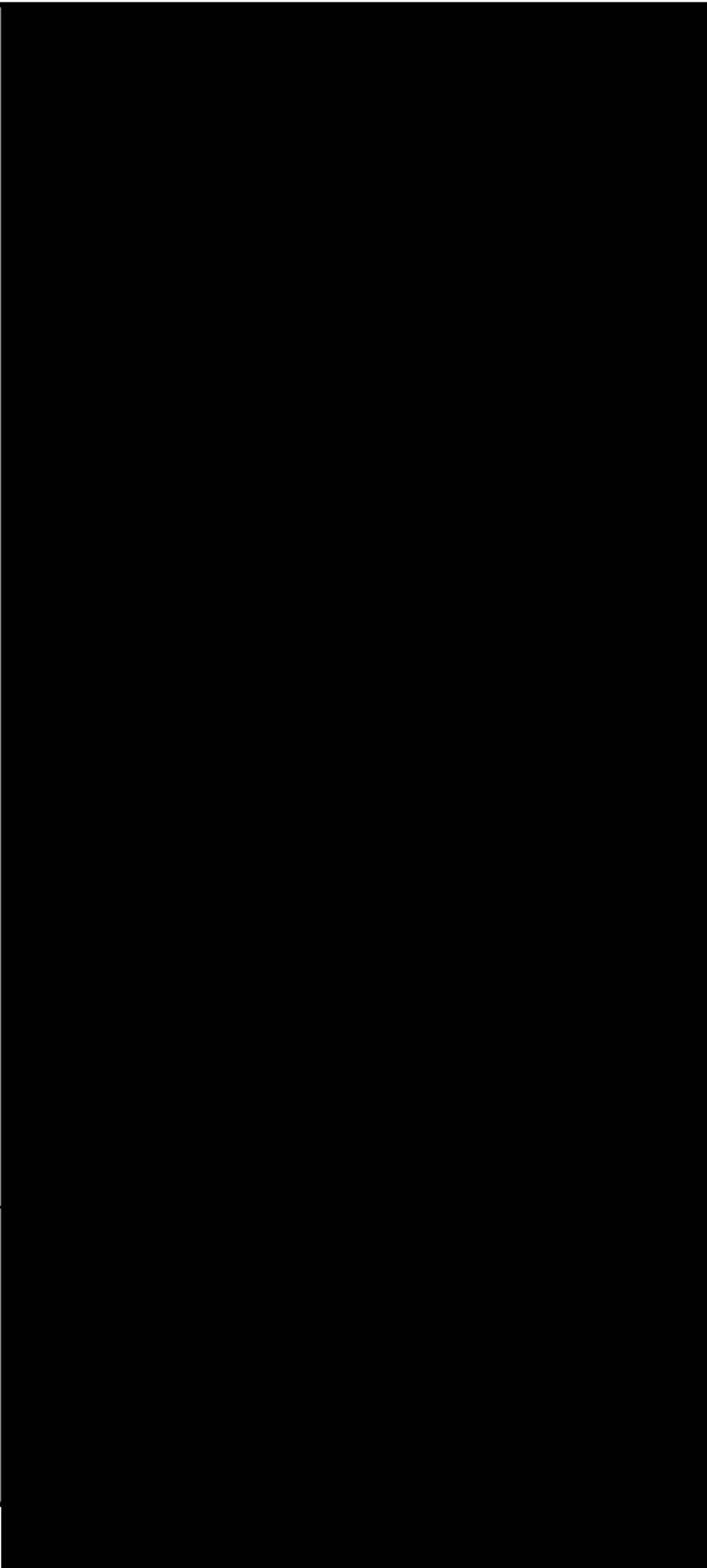
What is Pre-EMG?



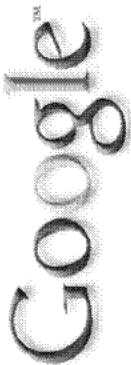
Google Confidential

Pre-EMG Offer Review: Outcomes & Actions

<u>PRE-EMG DECISIONS</u>	<u>WHAT DO I DO NEXT?</u>
------------------------------	---------------------------



Google Confidential



Critical Dates: Comp Review

What is Comp Review?

[REDACTED]

Engineering & Operations Offers

[REDACTED]

PSG&A Offers

[REDACTED]

Google Confidential

11

Google™

Critical Dates:

[REDACTED]

[REDACTED]

Objectives

[REDACTED]

Google Confidential

12

Google™

Offer Review: Outcomes & Actions

WHAT DO I DO NEXT?

13

Google Confidential

Google™

Part 2: Offer Workflow

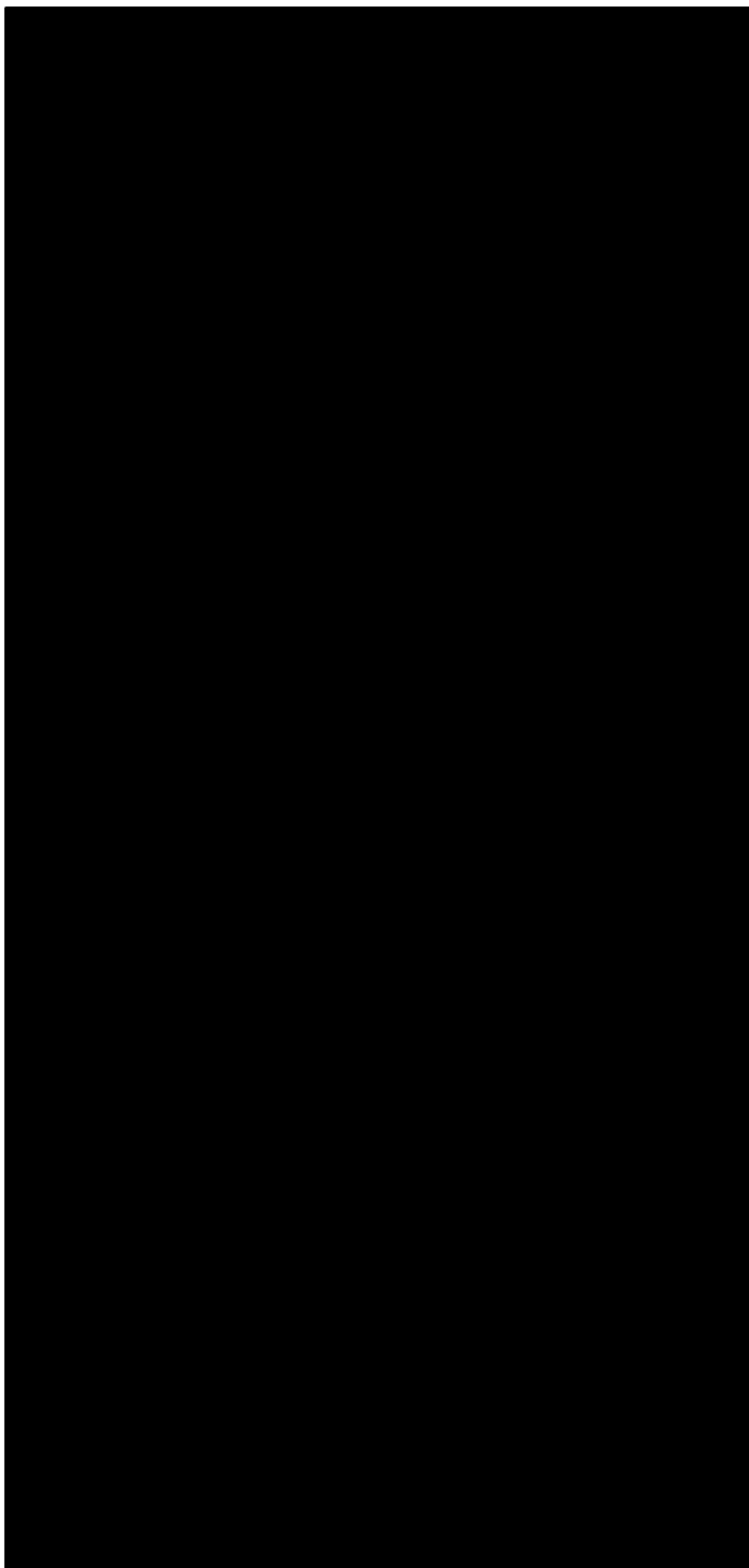
Google Confidential

14

Google™

The Offer Workflow System

SYSTEM HIGHLIGHTS....

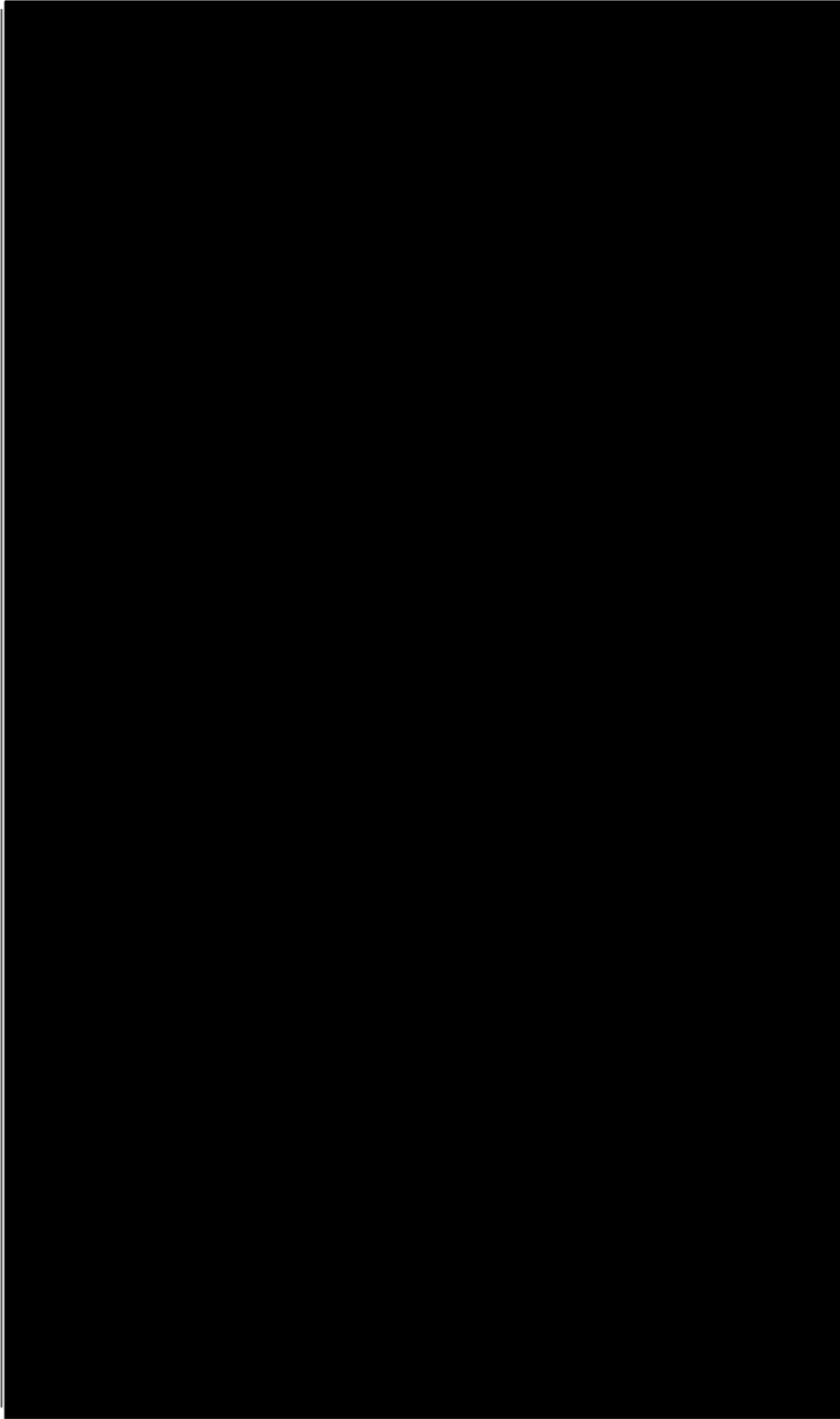


Google Confidential

15

Google™

The Offer Workflow Process



Google Confidential

16

Google™

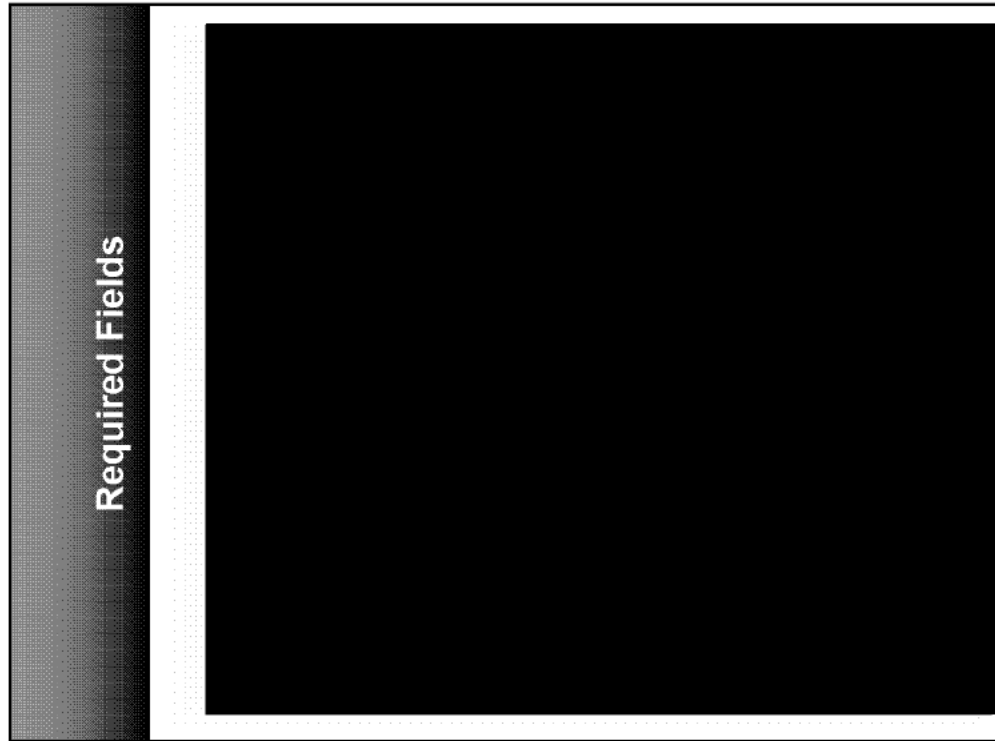
Part 3: Offer Packets

Google Confidential

17

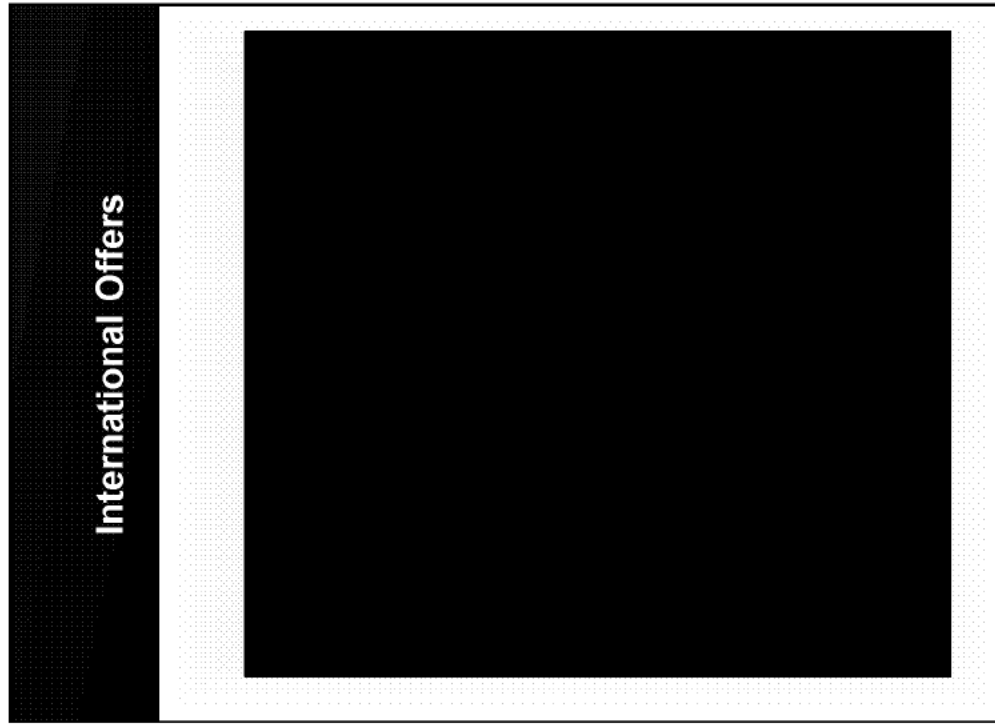
Google™

Crucial Elements of the Offer



Google Confidential

18



Google™

The Perfect Offer Packet: Essential Documents

Including these Essential Supporting Documents ensures your packet is stronger and complete....



Check out the “perfect packet” to see what a strong offer packet looks like!

Google Confidential

19

Google™

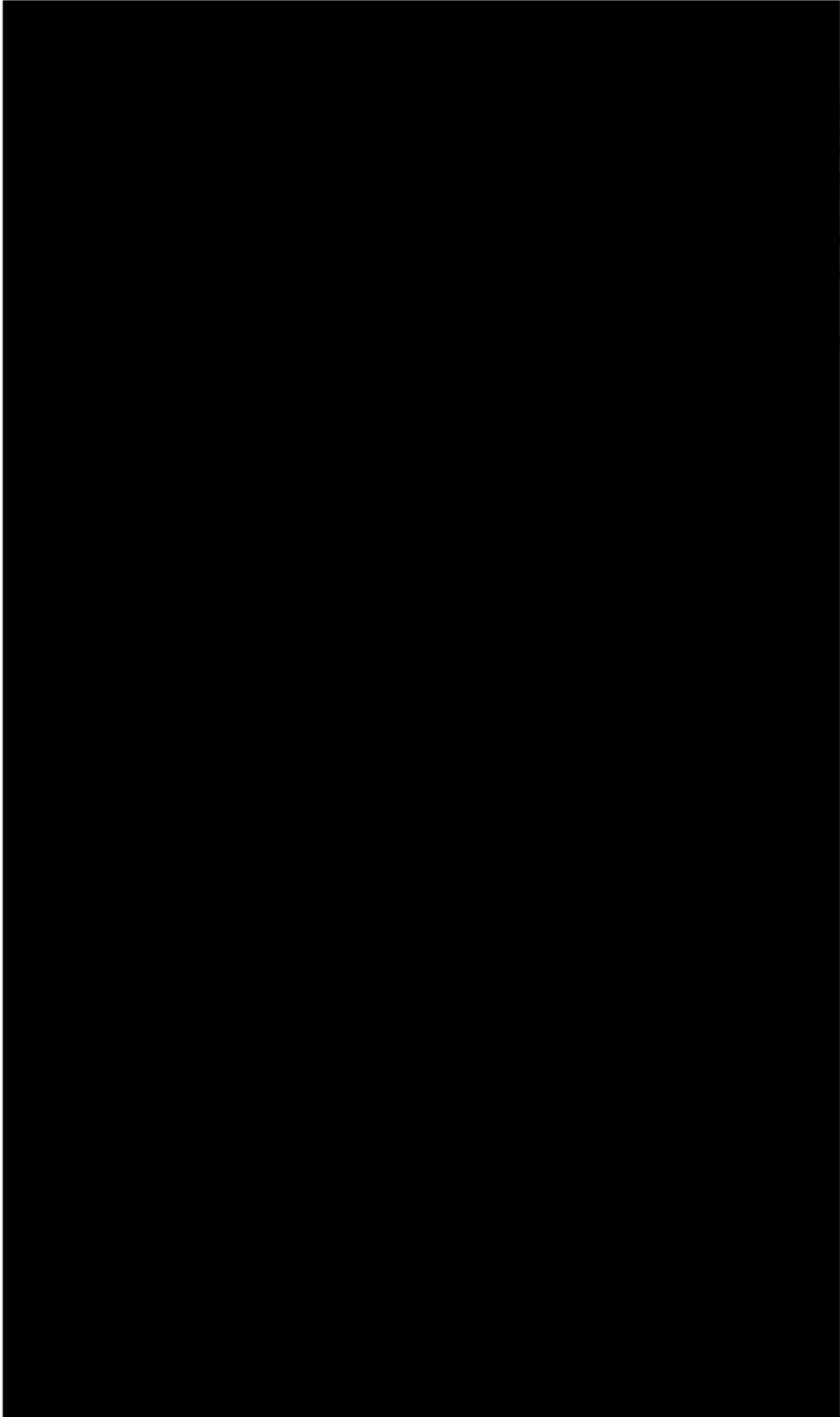
Part 4: Internal Transfers & Conversions

Google Confidential

20

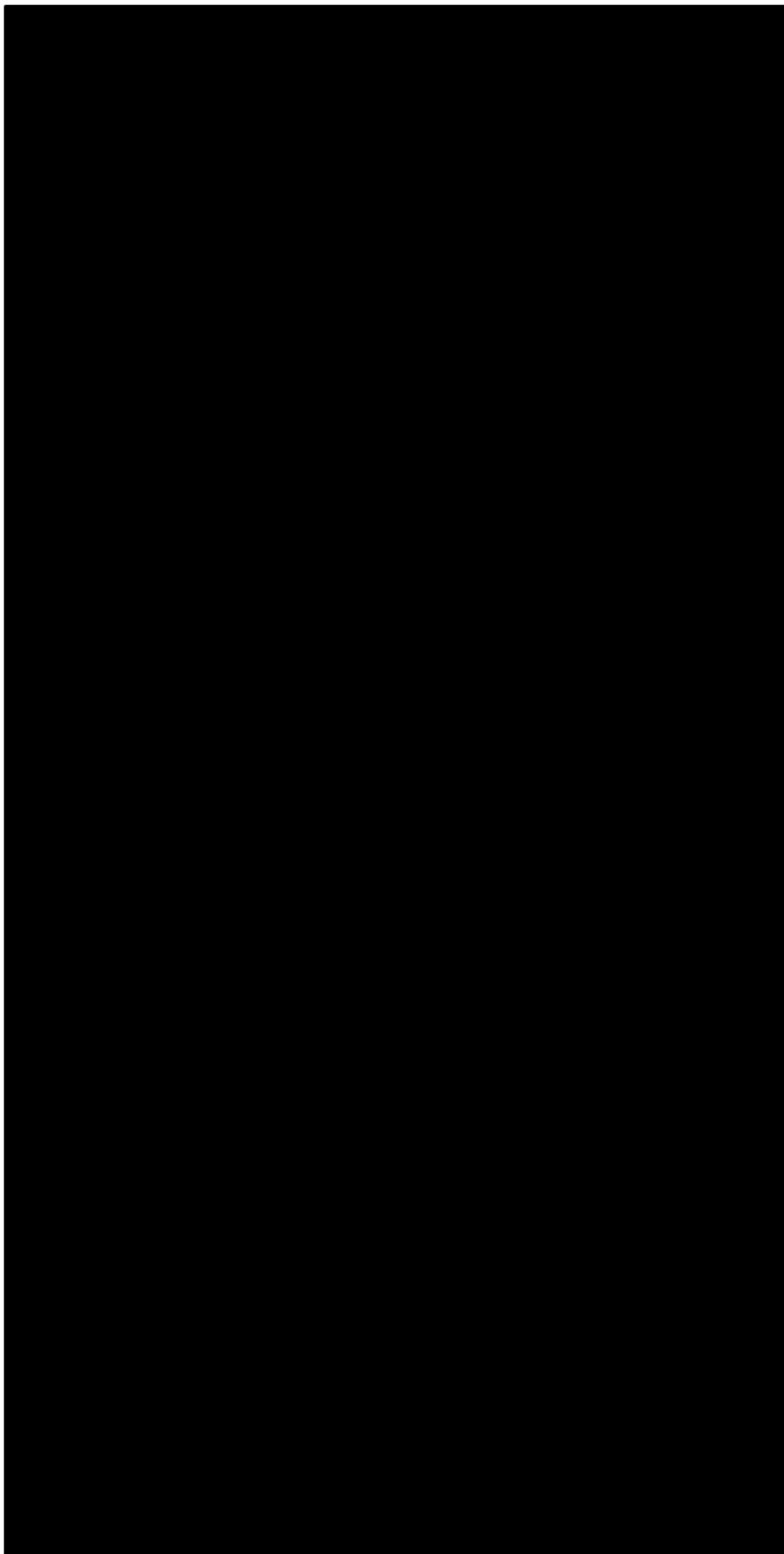
Google™

Specific Offer Types: Internal Transfers



Google Confidential

Specific Offer Types: Temp and Intern Conversions



Google Confidential

22

Google™

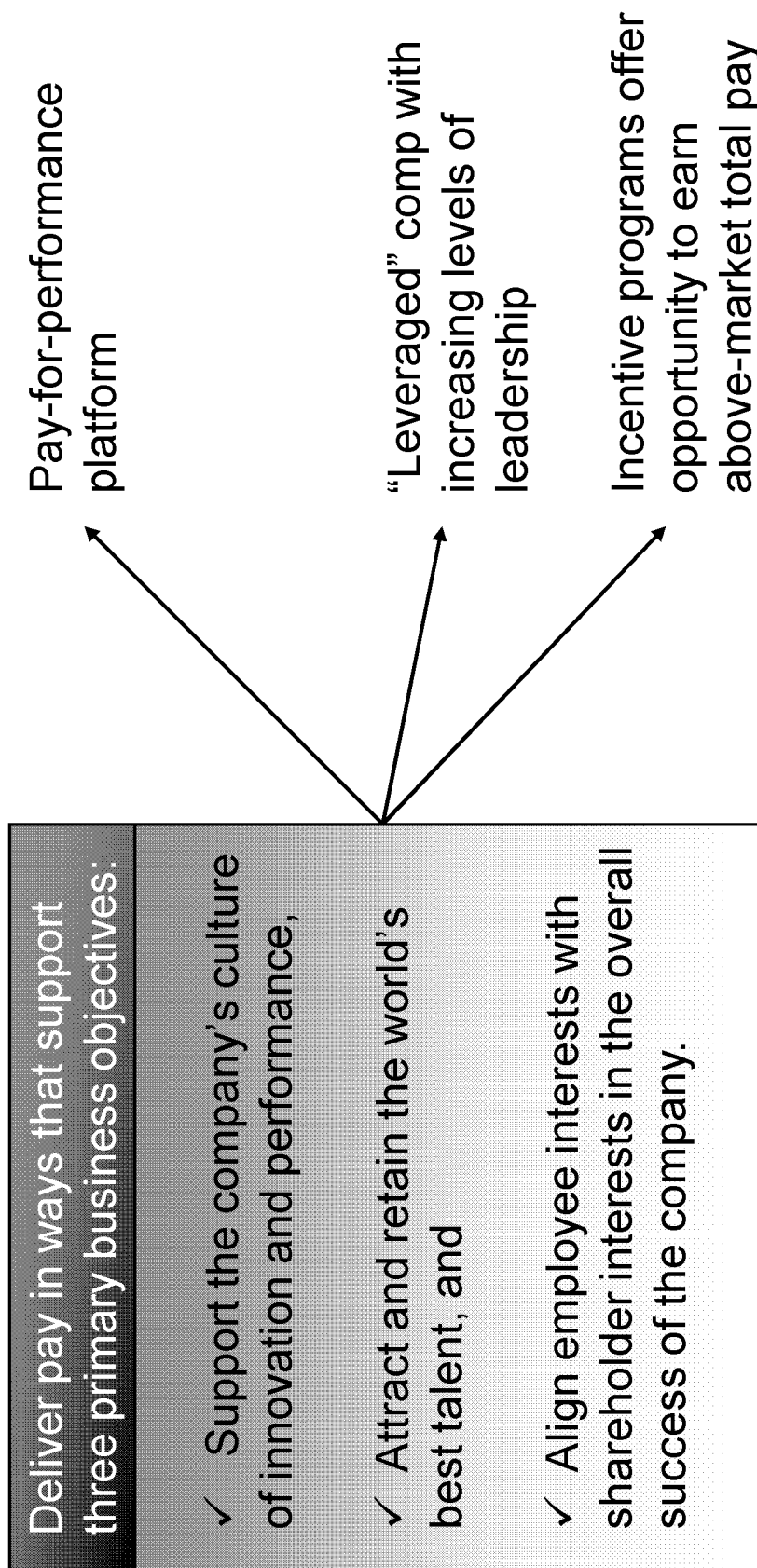
Part 5: Comping an Offer

Google Confidential

23

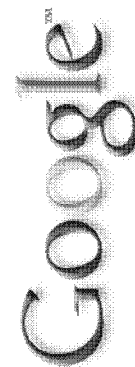
Google™

Our Compensation Philosophy



Google Confidential

24



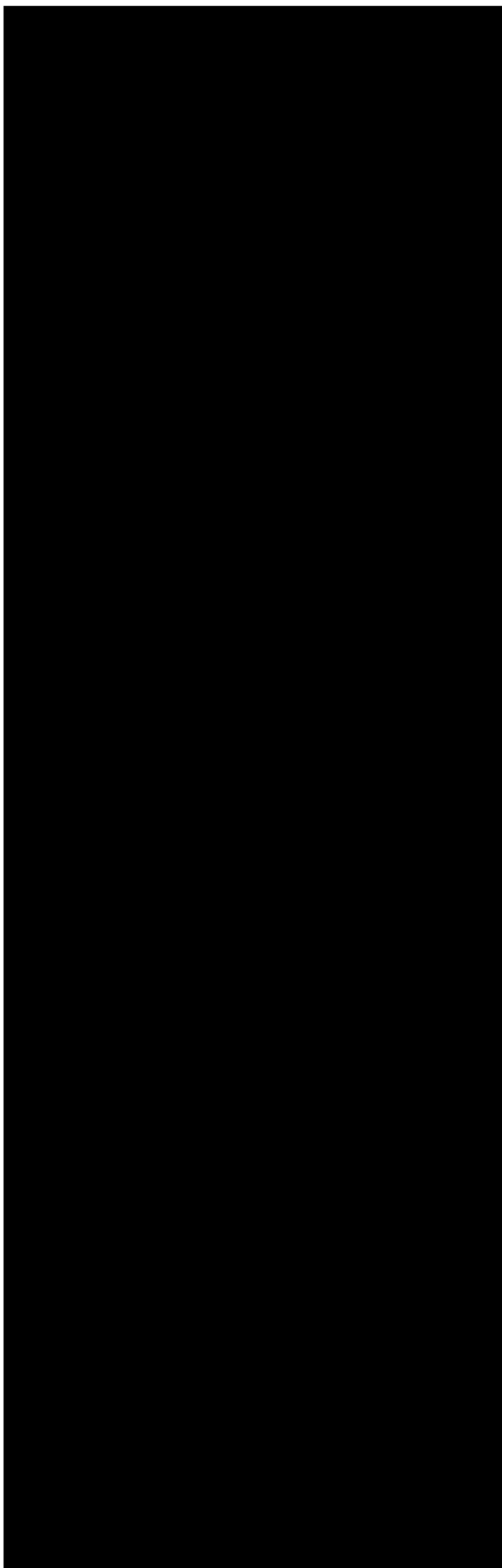
Compensation Guidelines

Offer Component	Guideline	Standard/Non-Standard
BASE	<div></div>	
BONUS		
EQUITY		
SIGN ON		
RELOCATION		



Leveling the Job: New & Existing Positions

BRAND NEW POSITIONS



EXISTING POSITIONS



Google Confidential

26

Google™

Comping an Offer: Assessing Level & Base

When confirming a candidate's level, it's important to consider:



When determining appropriate base salary, consider:



Important!

Gather as much data as possible on the candidate's current or competing offers. It is extremely useful information when comping an offer!

Google Confidential



Part 6: Extending an Offer

Google Confidential

28

Google™

Extending the Offer: Things to Remember

- ☐ Do's and Don'ts
- ☐ Candidate negotiation
- ☐ Guidelines and approvals
- ☐ Closing the candidate (selling the offer)
- ☐ Candidate decline

Google Confidential

29

Google™

Setting Candidate expectations: Post Hire

January – Annual Performance Reviews

- ☐ Bonus Payments
- ☐ Salary Adjustments
- ☐ Promotions
- ☐ Slotting
- ☐ Annual Performance Review

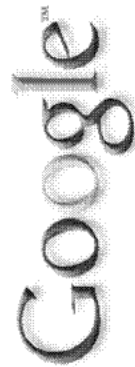
July – Mid Year Performance Reviews

- ☐ [REDACTED]
- ☐ Promotions
- ☐ Slotting
- ☐ Lightweight Performance Review

Quarterly OKRs

Google Confidential

30



Generating Offer Letters: Timing and Content

[REDACTED]

Timing: When should I send the offer letter?

Offer Letter content and clauses

[REDACTED]

Google Confidential

31

Google™

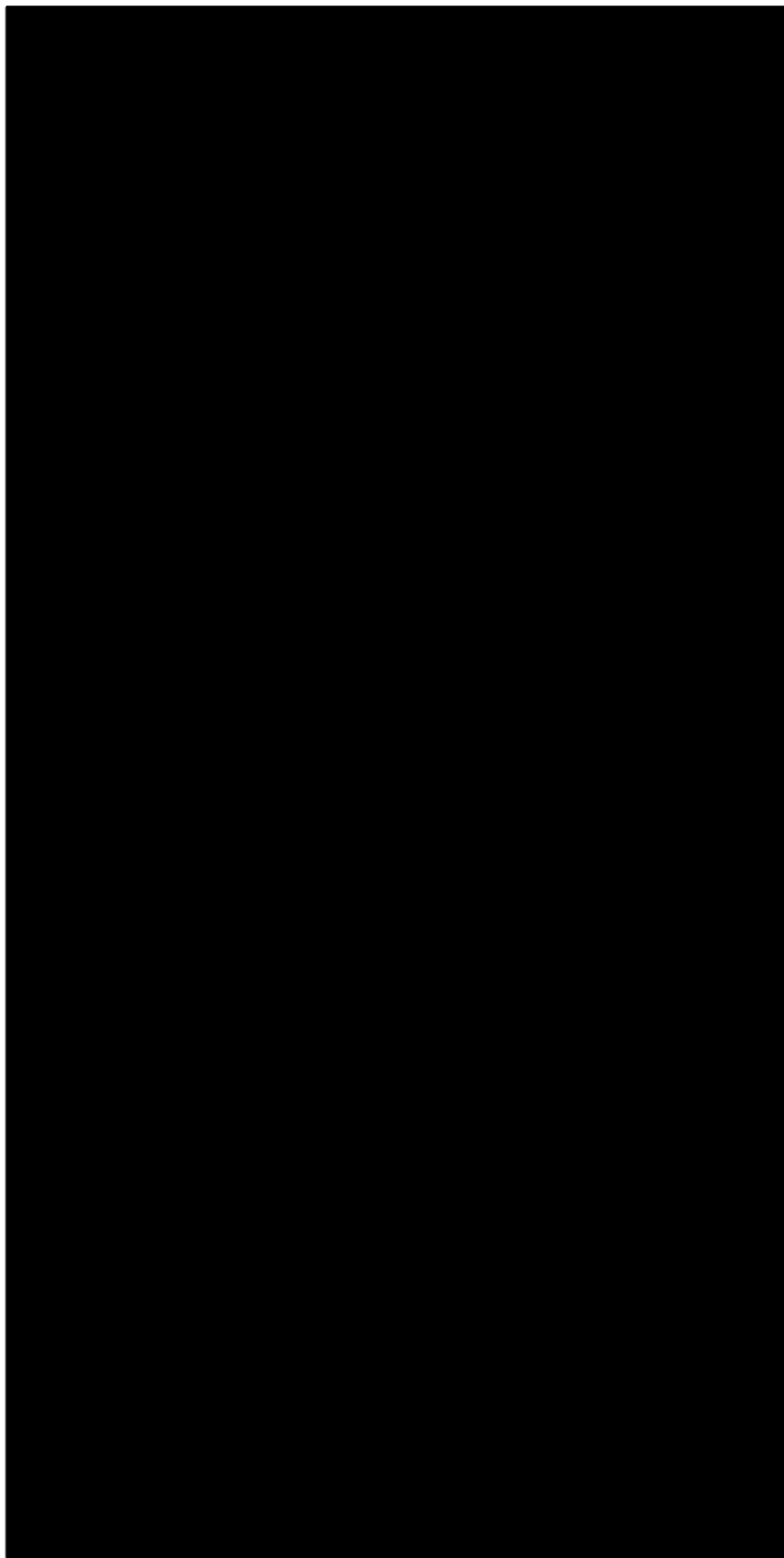
Part 7: The Noogler Admin System

Google Confidential

32

Google™

The Noogler Admin System: Deadlines & Documents



USE THE NEWHIRE CHECKLIST HANDOUT FOR YOUR REFERENCE

Google Confidential

33

Google™

Next Steps: Important Things to Remember

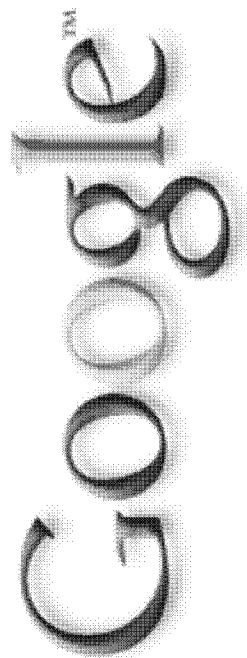
- Notify Keith Wolfe regarding candidate accepts who require immigration and relocation assistance
- Ensure **background check** is run well in advance of the start date



Google Confidential

34

Google™



Slide Notes

Slide 1:

Welcome to the fourth and last Staffing Training Module. Today's workshop will provide a high level overview of the offer review and approval process at Google, and how to successfully manage your candidates through this process.

Slide 2:

Agenda:

Offer Process Overview: We will review today who is involved in the Offer review process, and why it is the way it is, including key deadlines to meet

The Offer Workflow System: We will go over at a high level how the system works, it's purpose, and how it supports the management of the Offer Review Approval process at Google

Preparing Offer Packets: How to prepare the perfect packet and use the Offer Packet Quality Checklist; the audit process and key deadlines

Specific Types of Offers: We will review the process for conversion and internal transfer hires

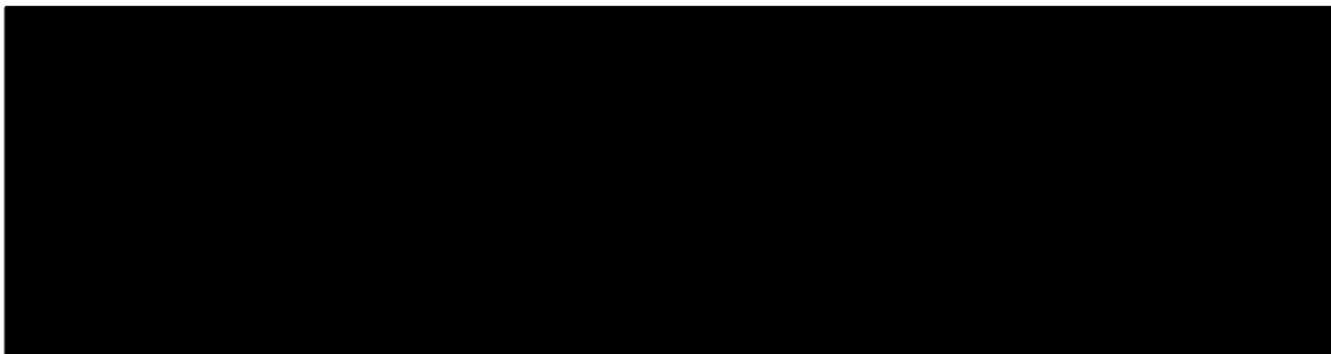
Comping an Offer: Review the Compensation Philosophy and how to level and comp an offer

Extending the Offer: Selling the candidate and Dos & Don'ts

The Noogler Admin System: When and What you need to enter for the candidate

Slide 4:

Let's Recap the Life Cycle of a candidate here at Google:

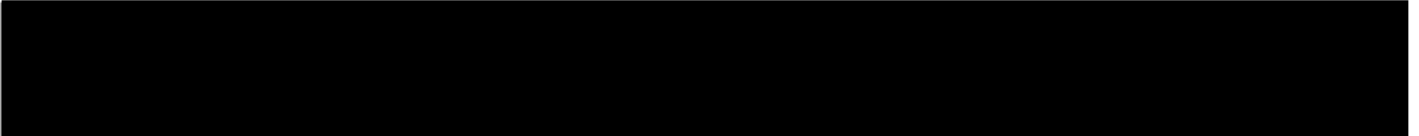


Slide Notes



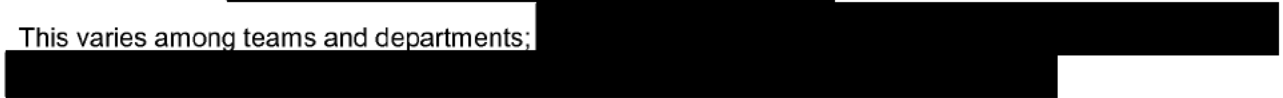
Slide 5:

Process and Critical Dates Overview:



Your preparation for this process will begin early the week before. Let's now look at the WED – FRI timeline for offers

This varies among teams and departments;



Wednesday:



Thursday:

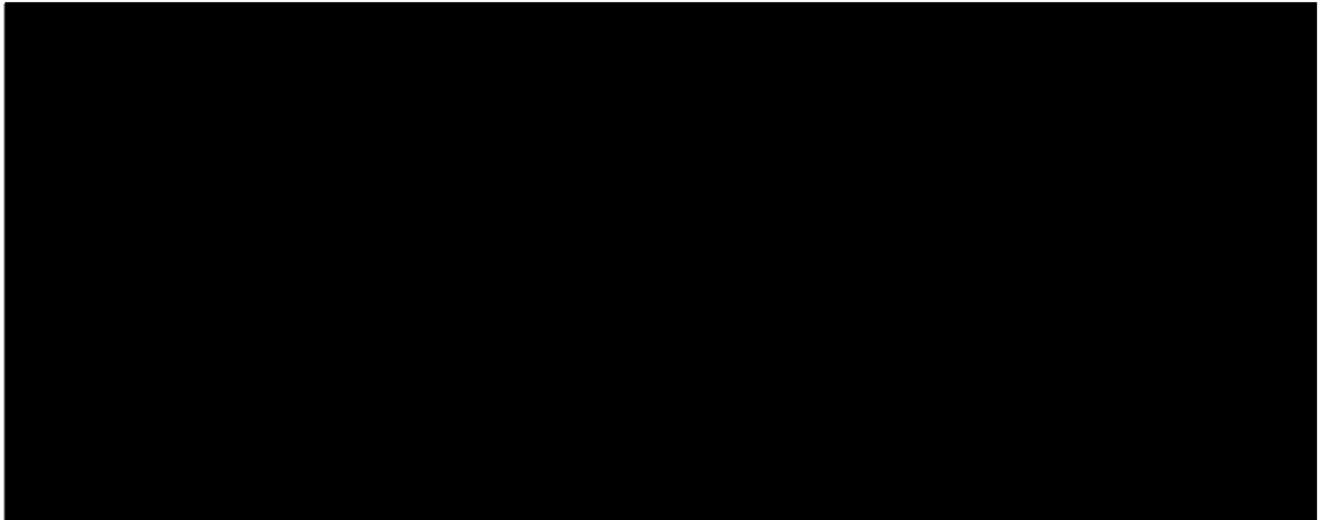


Friday:



Slide 6:

Slide Notes

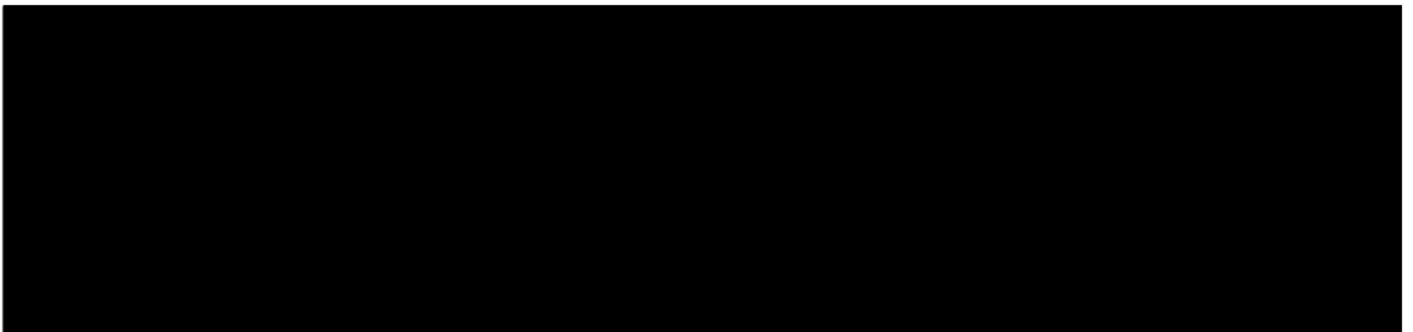


Slide 7:



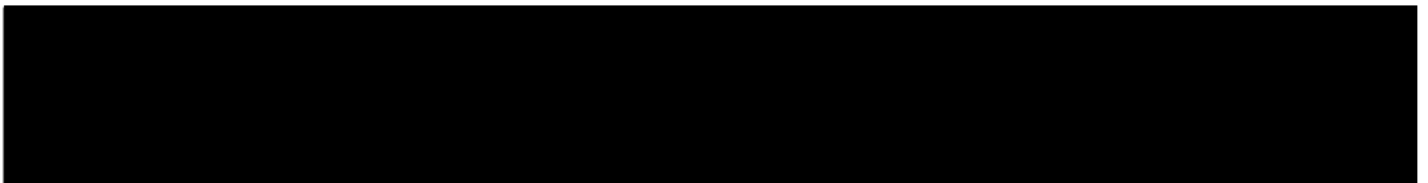
How many of you have already attended the OWF Workshop?

Review the purpose of the system. Does anyone know what the other systems are?

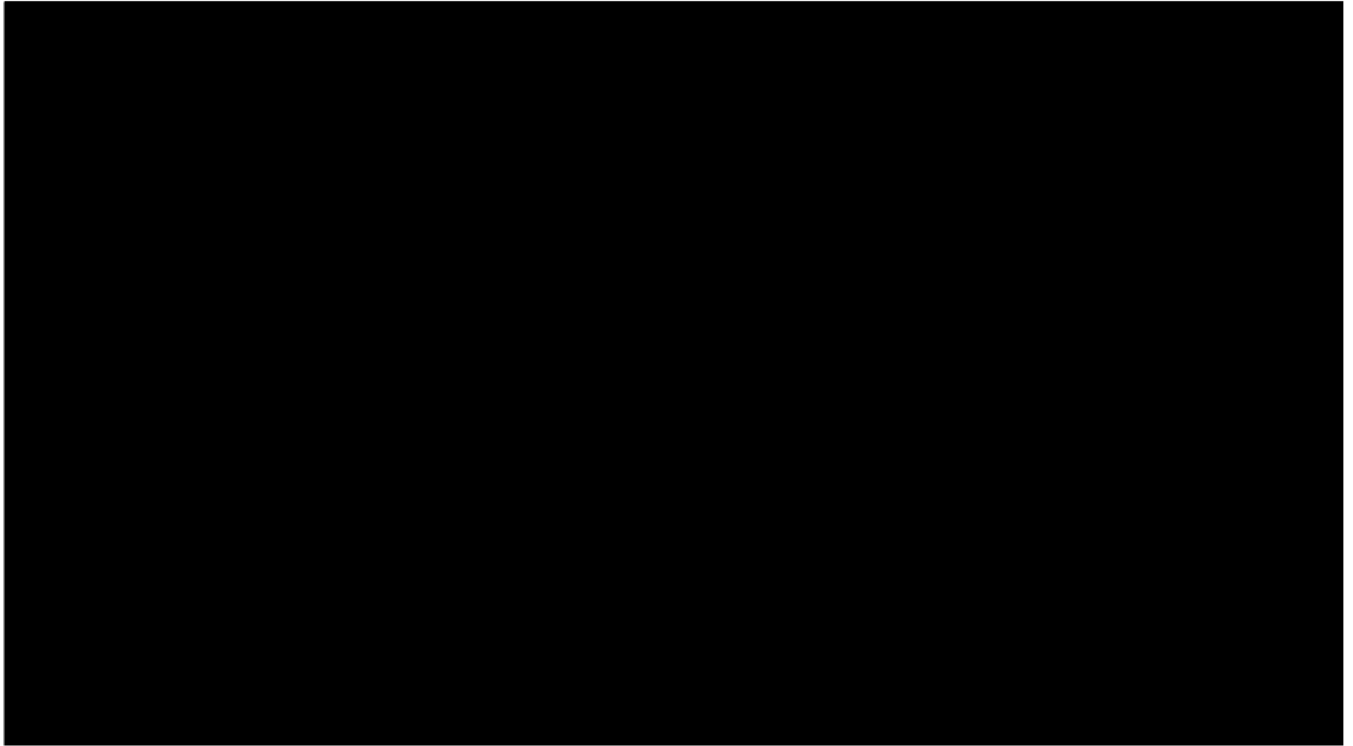


Slide 8:

Let's talk more about the purpose of the Sparrow Page and the Audit Process:

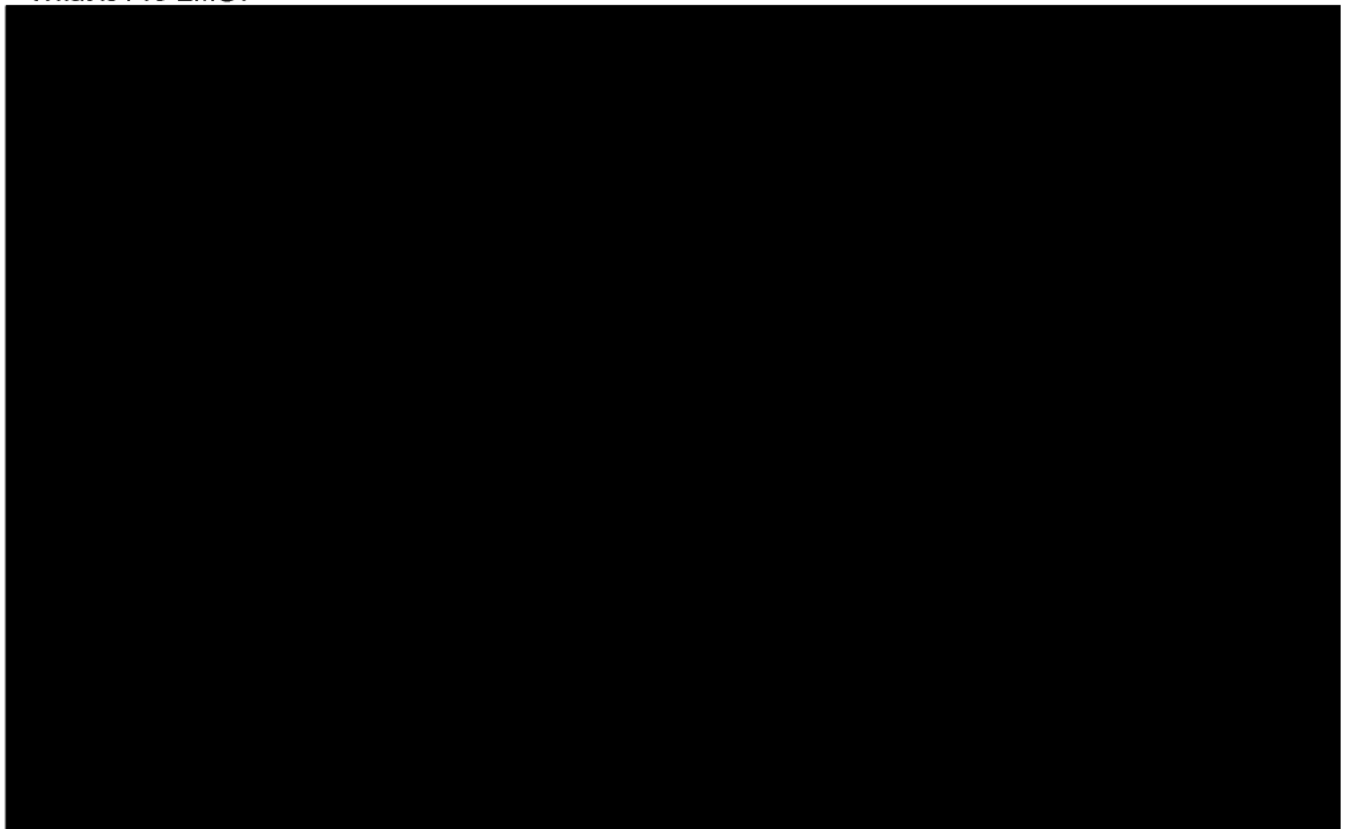


Slide Notes



Slide 9:

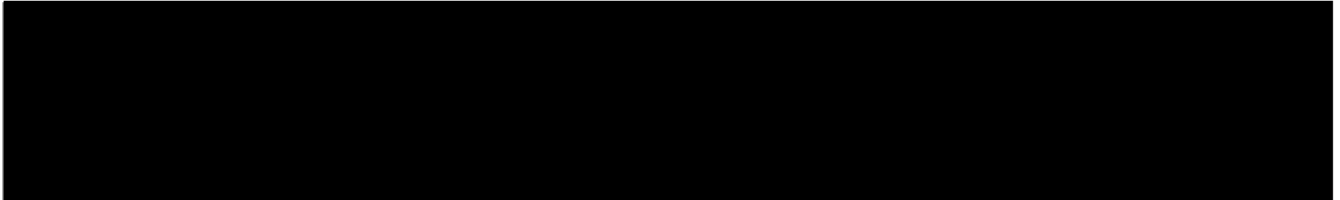
What is Pre-EMG?



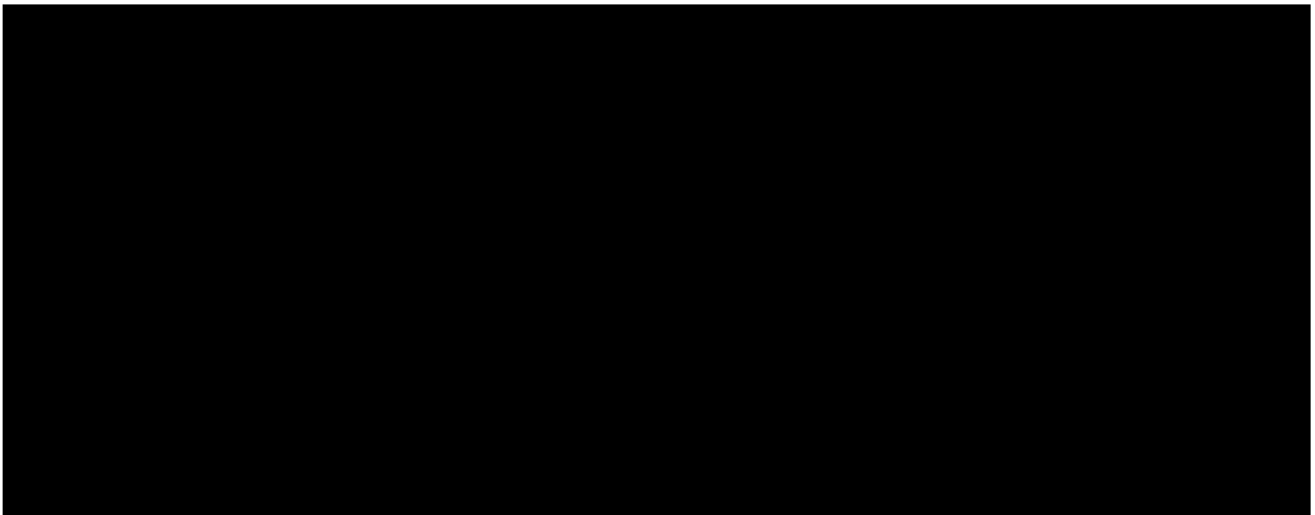
Slide Notes



Slide 10:

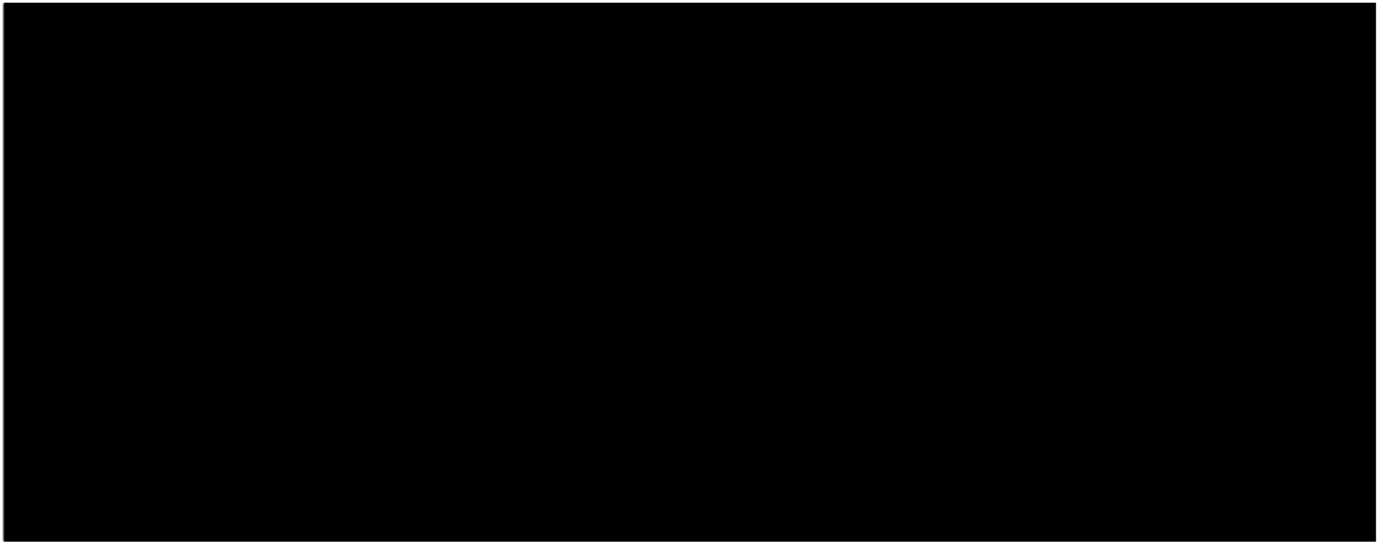


Slide 11:

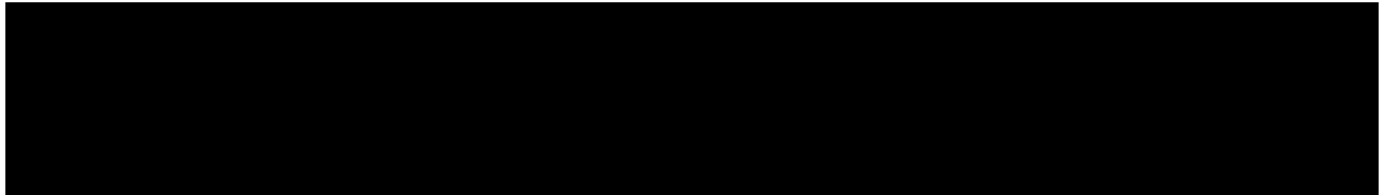


Slide 12:

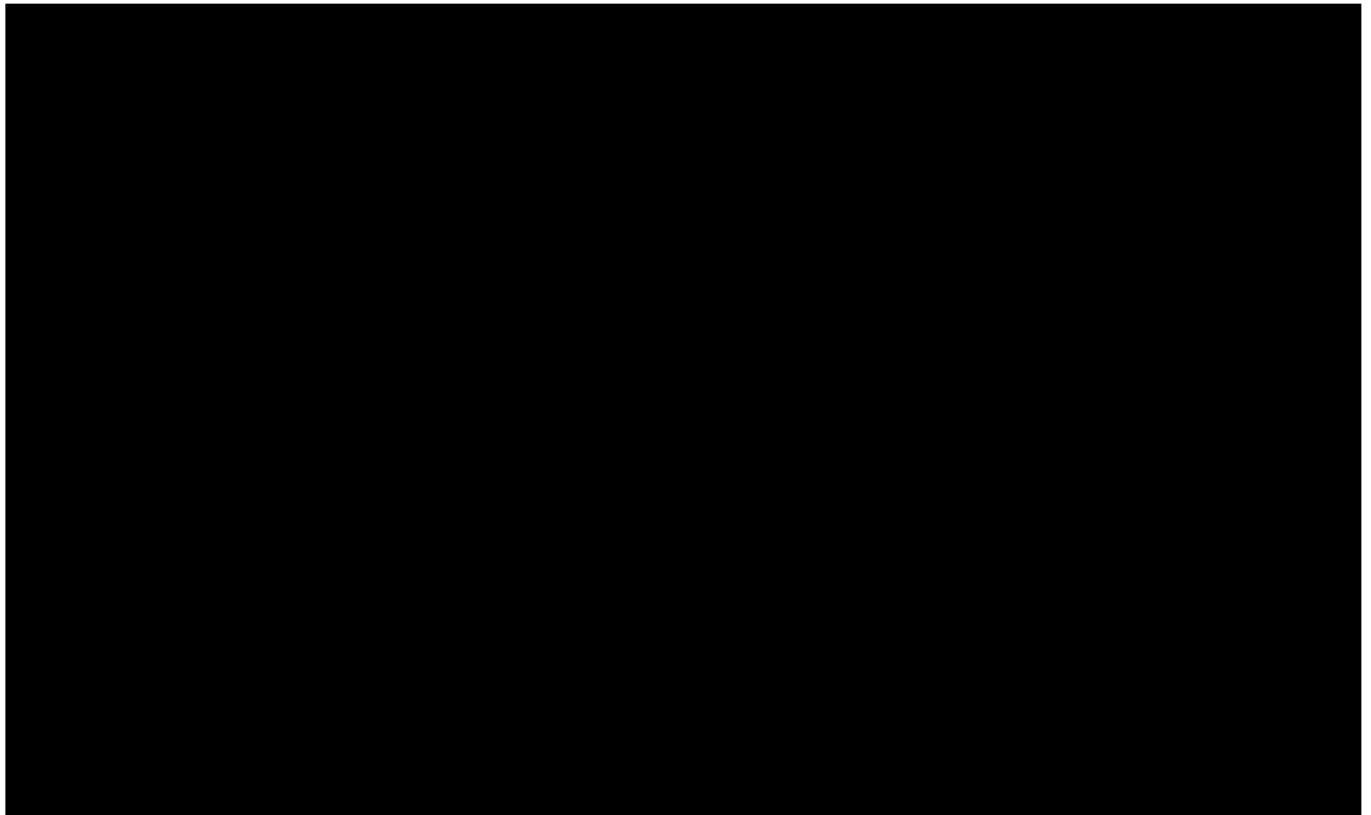
Slide Notes



Slide 13:



Approve



Slide Notes

Reject

Slide 15:

Slide 16:

Slide Notes

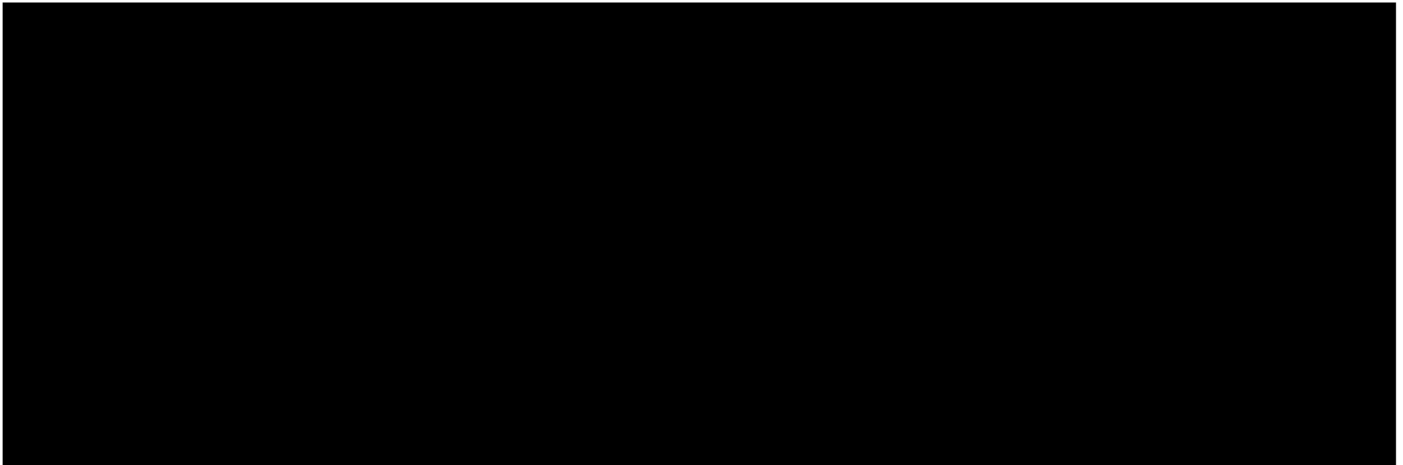
Slide 18:



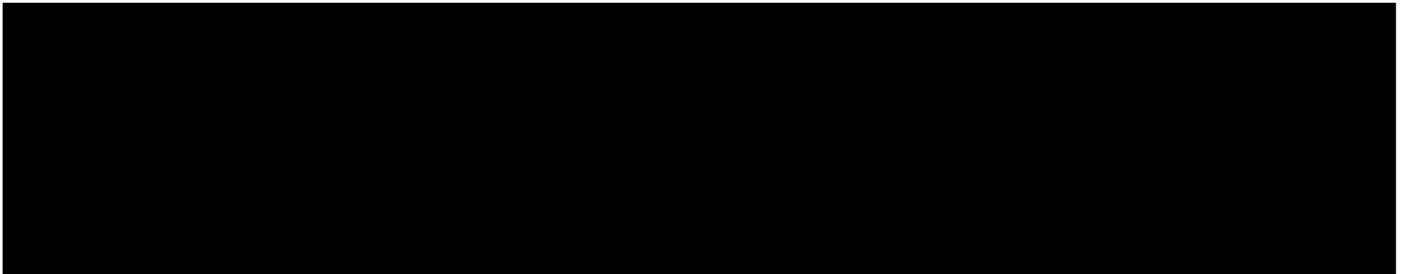
Important Tools to Remember for International Offers:



Slide 19:



A Note about requesting transcripts and Test Scores from candidates:

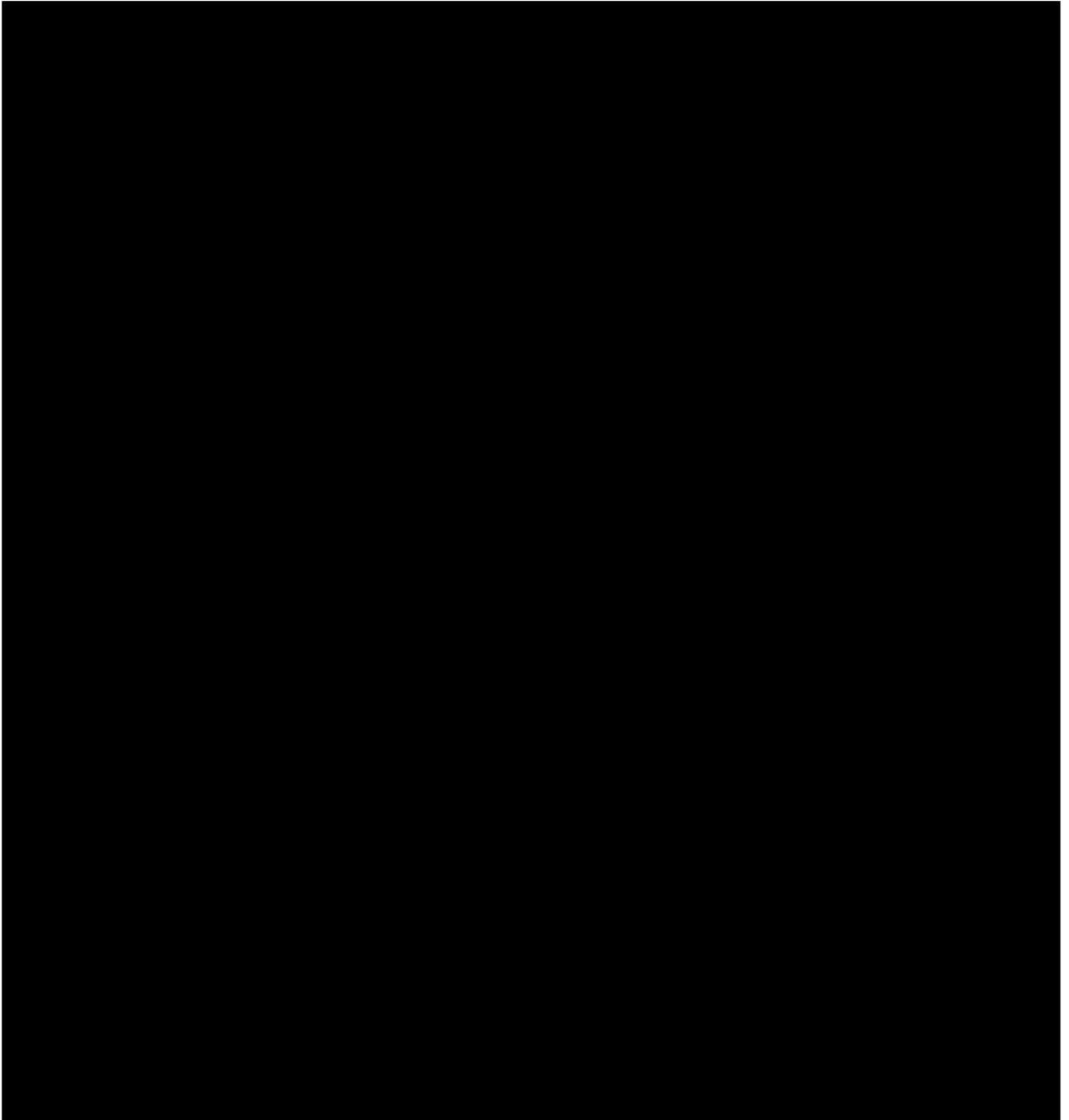


Perfect Offer Packet - handout

A perfect offer packet was created as a reference for recruiters and hiring managers.

Slide Notes

Slide 21:

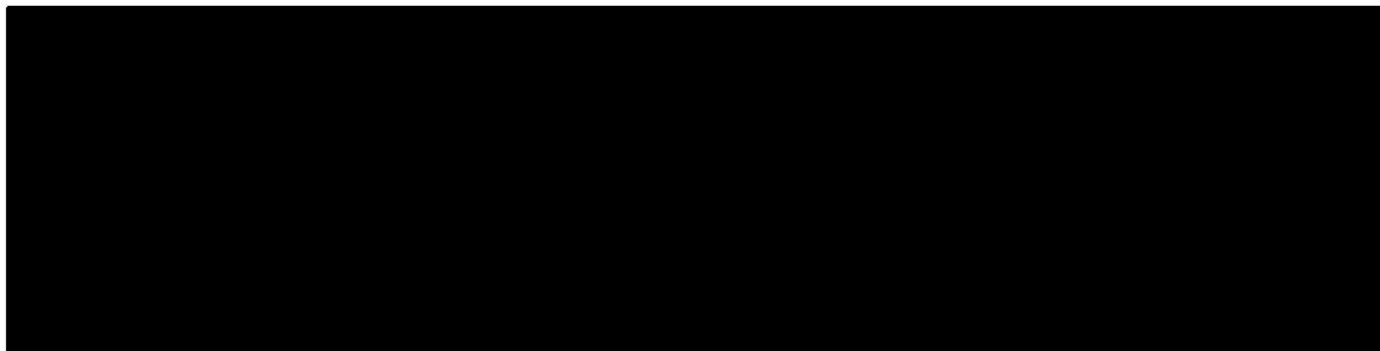


Slide 22:

Google has different types of conversion programs across the organization

Slide Notes

Examples:



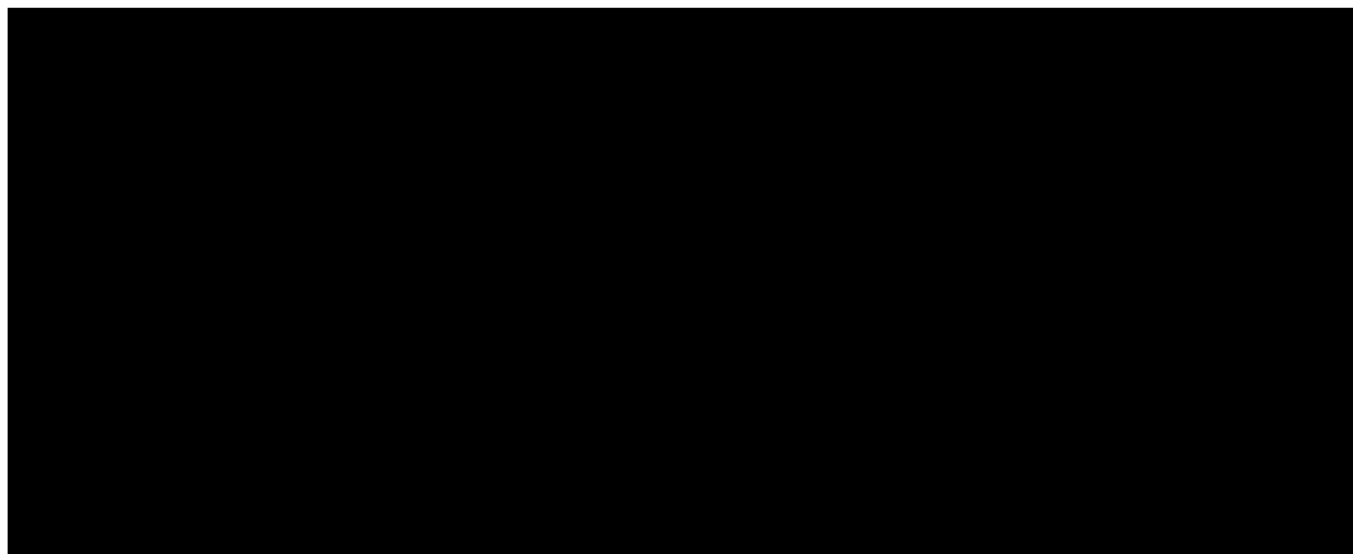
Slide 24:

Let's review Google's Compensation philosophy again, which was first presented in Staffing Orientation. Our comp programs support 3 business goals, and our philosophy of a pay for performance platform.

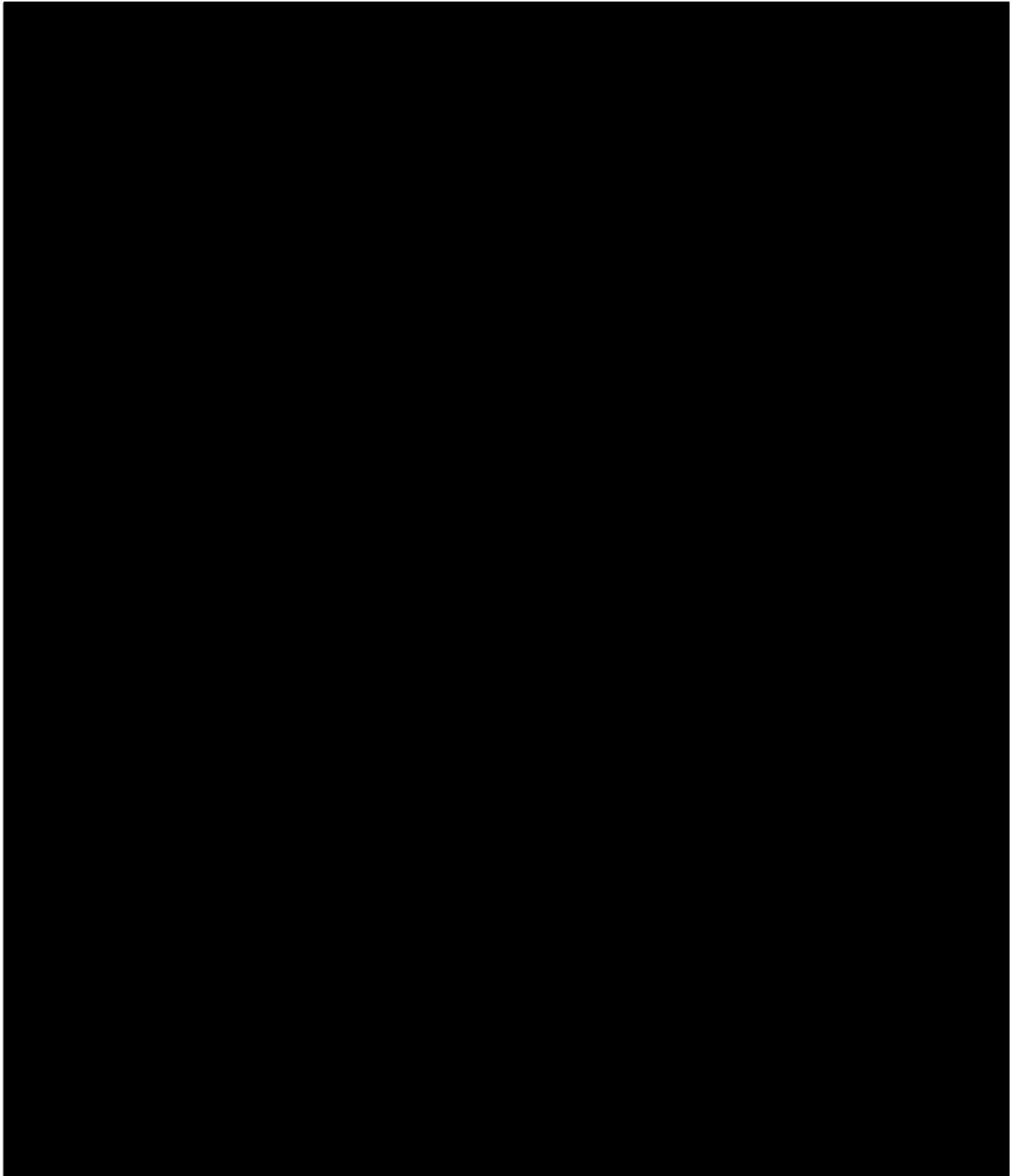
To achieve these objectives, Google has developed its compensation programs on a pay-for-performance platform intended to provide "start-up-like" reward opportunities for strong performance as well as downside exposure with underperformance. This philosophy applies to all Google employees, with increasing proportions of "leveraged" or "at-risk" compensation with increasing levels of leadership and responsibility.

While Google's base salaries are competitive with market, our incentive programs (e.g., bonus, stock) offer opportunities to earn above-market total pay.

Slide 25:



Slide Notes

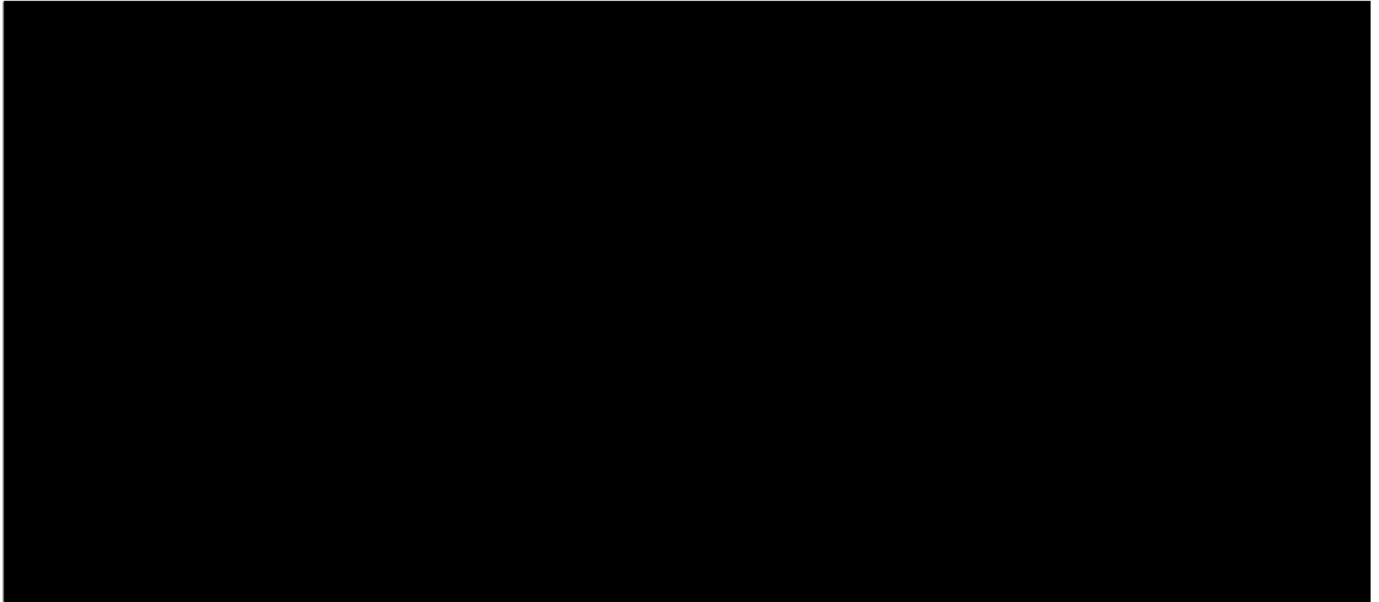


Slide Notes

Slide 26:

Brand New Jobs

When defining a new job, it is important to:

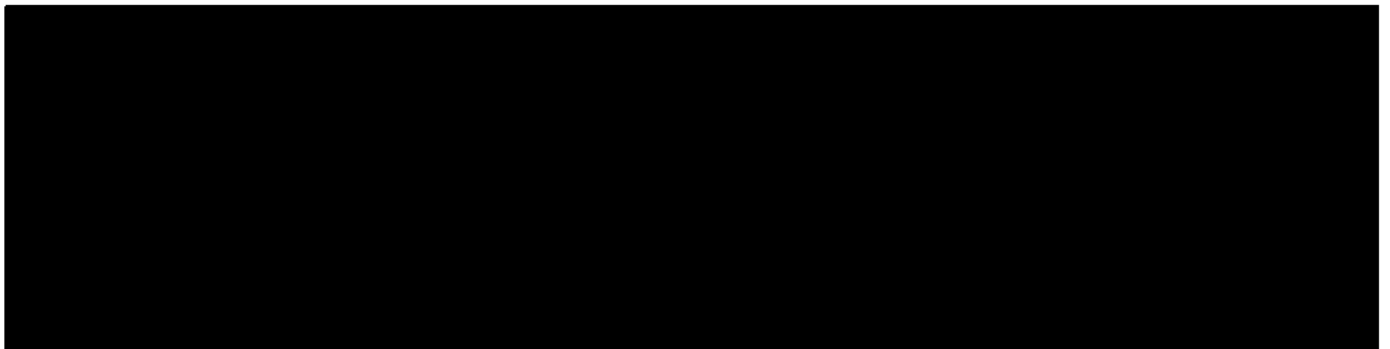


Existing Positions

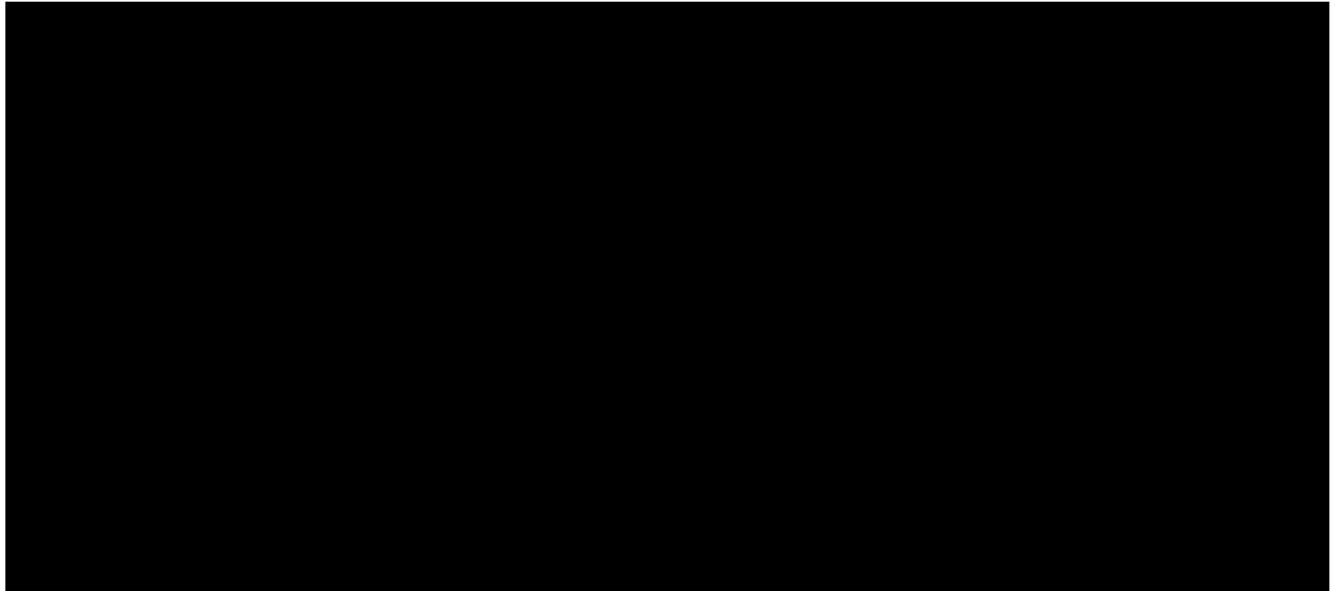


Review sample job matrix. Add bonus slide.

Slide 27:



Slide Notes



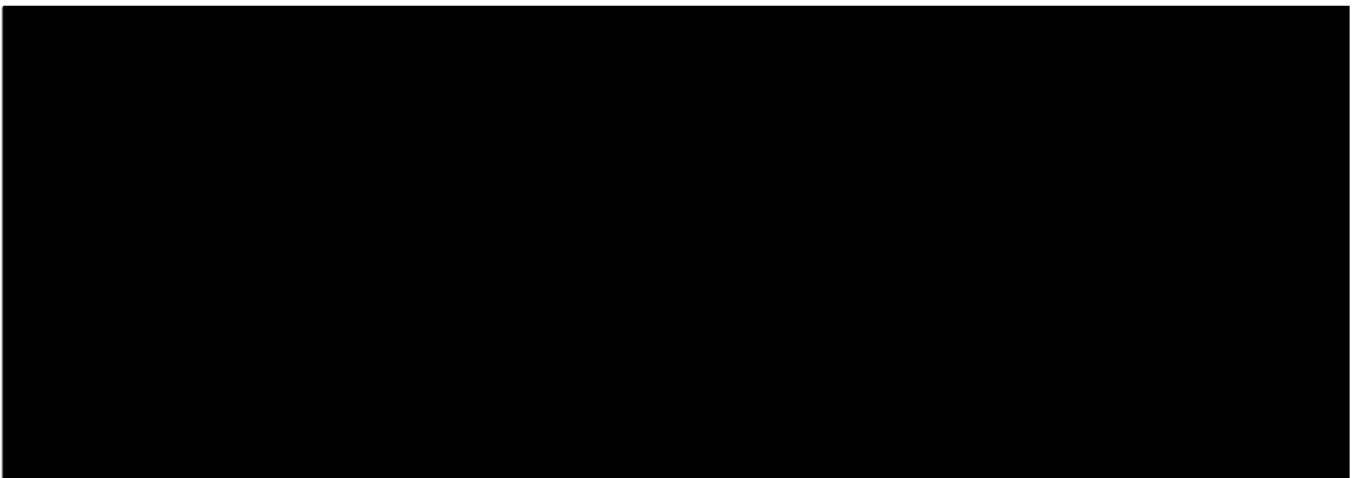
Gather data! Everything you can about the candidates current compensation, target/actual bonuses, vested/unvested equity, equity type, guaranteed bonuses, etc (I should create a checklist for this!)

Let's talk about the actual steps involved and what to think about when determining an appropriate offer...

Slide 29:

Do's and Don'ts: refer to handout

Candidate Negotiation:



Guidelines and Approvals:

Slide Notes

Guideline for comp changes

Closing the Candidate:

Candidate Decline

Role Play??? Don't want too many role plays.

Develop a few scenarios for the role play:

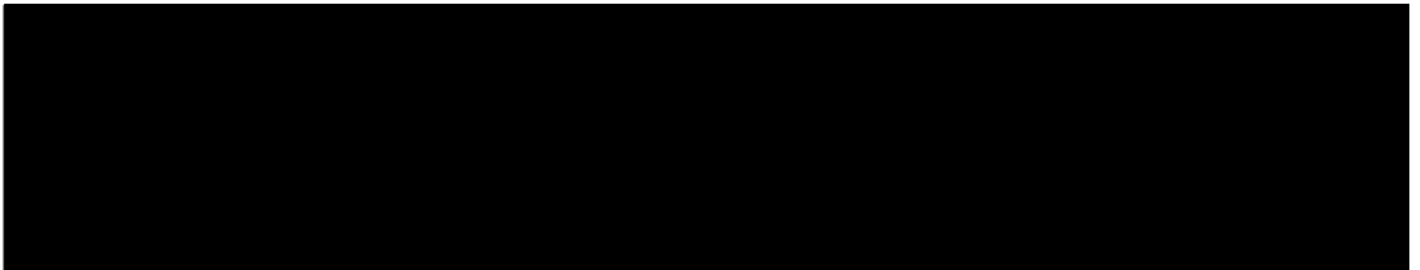
Slide 30:

Salary Adjustments

Slide Notes



Promotions



Bonus Program Handout ☐ Dave Rolefson (need to talk to him)

How are they prorated?

Do you have to be employed at the date the bonus is paid out?

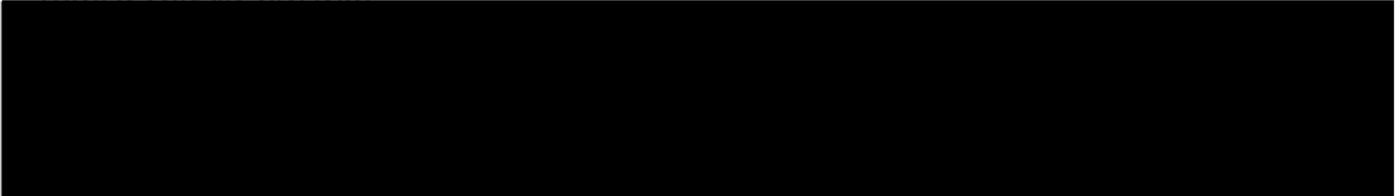
Slide Notes

Slide 31:

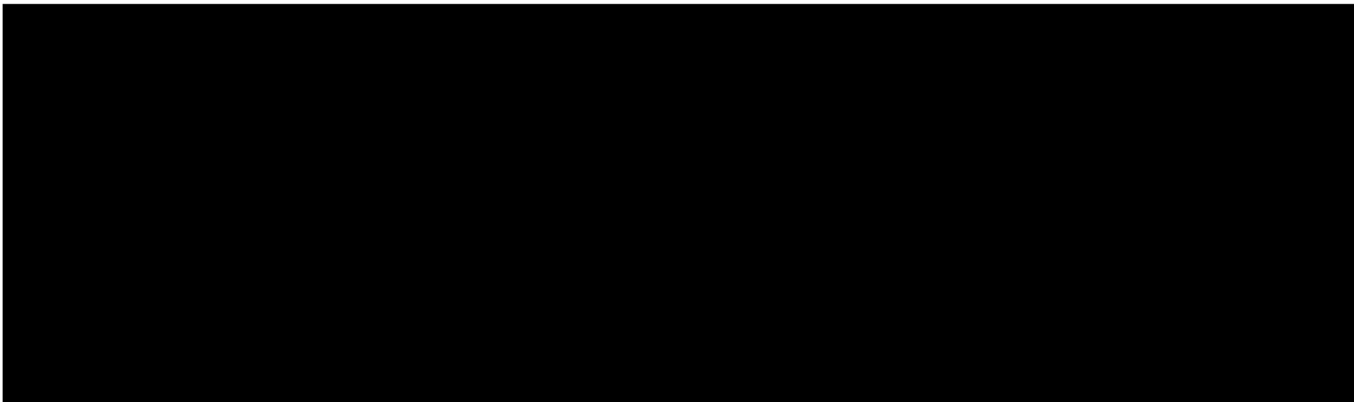
Roles and Responsibilities

A large black rectangular redaction box covering the content of the slide.

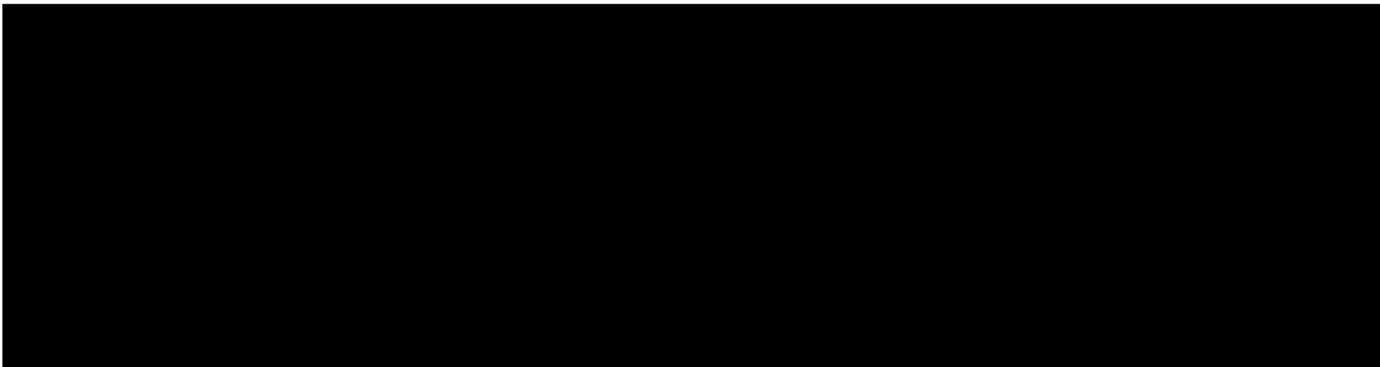
When to send the offer letter

A large black rectangular redaction box covering the content of the slide.

Electronic (PDF) vs. fax vs. hardcopy

A large black rectangular redaction box covering the content of the slide.

Supplemental Info in Offer Packets

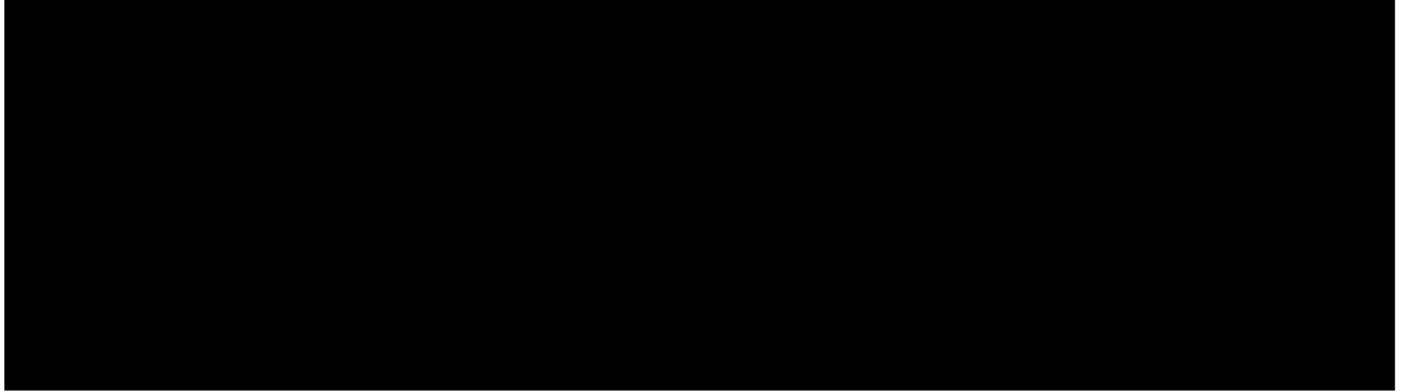
A large black rectangular redaction box covering the content of the slide.

Slide Notes

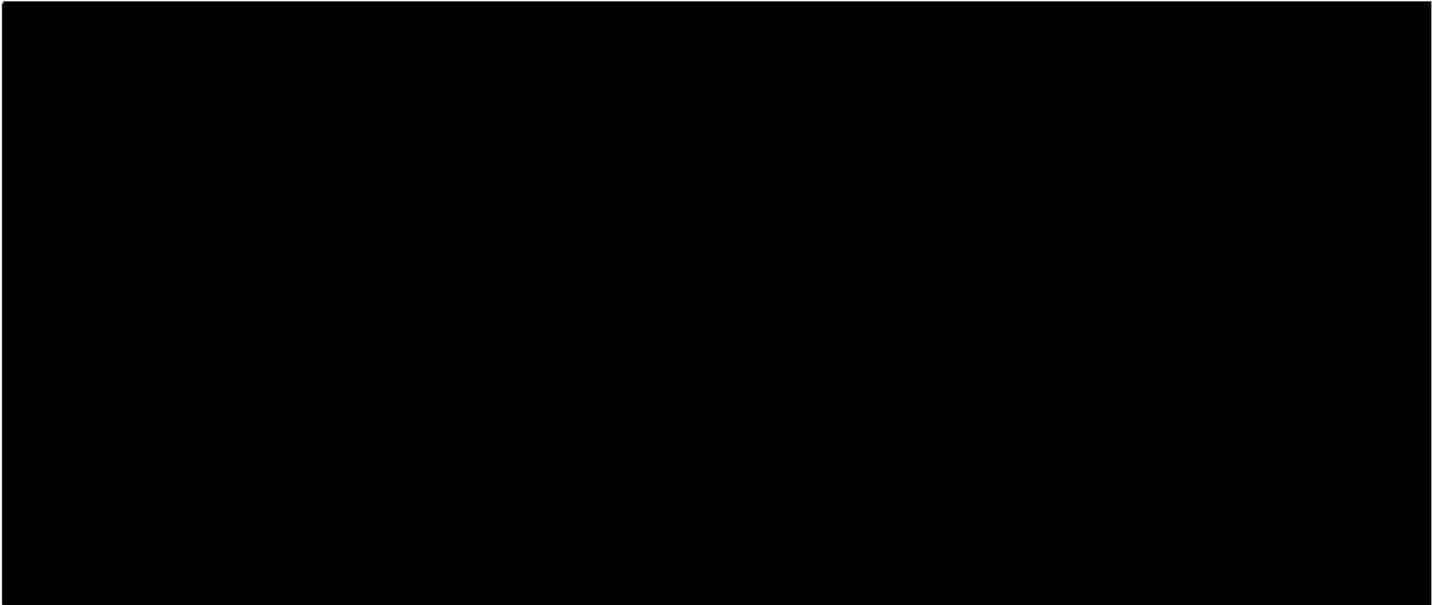


Slide 33:

Roles and Responsibilities



Required Info:



Slide 34:



Slide Notes